

URBAN/MUNICIPAL

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MINUTES OF THE PERSONNEL
AND ORGANIZATION COMMITTEE

JANUARY, 1994-

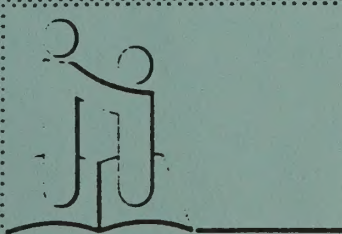
JANUARY, 1994

PERSONNEL AND ORGANIZATION COMMITTEE

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GOVERNMENT DOCUMENTS



THE BOARD OF EDUCATION
FOR THE CITY OF HAMILTON

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MINUTES OF THE PERSONNEL AND ORGANIZATION COMMITTEE
1994 01 13

Present: Trustees Hicks (Chairman), Darby, Johnston, Mulholland, Orban, Paquin and Allen.

Also

Present: Trustees Bishop, Cunningham, Desmarais, Hill, Lowe, Mason, Patenaude, Rodgeron, Stewart and Wilson.

Officials

Present: D. Goodridge (Director of Education and Secretary)
P. Shewfelt (Superintendent of Finance and Treasurer)
E. Bond (Superintendent of Program)
R. Binns (Superintendent of Human Resources)
P. Gillie (Superintendent of Administrative Services)
M. Quinn (Superintendent of Schools - Areas 1 and 3)
N. Nicholls (Superintendent of Schools - Areas 2 and 4)
F. Cooke (Assistant Superintendent of Program)
S. Rogers (Assistant to the Secretary)

Mr. Hicks called the meeting to order and asked for confirmation of the minutes.

Moved by Mr. Mulholland:

That the minutes of the regular meeting of 1993 12 09 be approved as presented.
CARRIED

GENERAL

NEW BUSINESS:

Recommendations of
the Superintendent
of Human Resources

Moved by Dr. Johnston:

That the recommendations of the Superintendent of Human Resources be approved as presented. CARRIED

Staffing
Report

Mr. Binns highlighted the following in the Report:

a) The Administrative and Support Staff line decreased by 1 staff due to the deletion of the position of Research Supervisor.

b) In the same line, a clerical error in September has been corrected to read 450.66. The transfer of the Superintendent of Schools - Area 3 to the position of Superintendent of Human Resources was not reflected accordingly.

c) A clerical error of .5 position in the Recoverable - Teachers line occurring between September and December has been corrected, i.e. 36.05.

When Ms. Orban resurfaced her concerns regarding the significant drop in secondary school enrolment, Mr. Binns recalled his previous comment that the change in policy on student welfare (i.e. enrolment in secondary school is no longer a requirement) could be a factor.

Mr. Binns clarified for Ms. Orban that it is premature at this time to ascertain the implications of Bill 48 (Social Contract Act) on staffing because of on-going negotiations relative to the Act.

Moved by Ms. Orban:

That the Staffing Report - Full Time Equivalent Positions as of 1993 12 31 be received for information.

Responding to Mr. Darby's question, Mr. Binns agreed that the change in the Ministry requirement relative to credits for grants purposes, i.e. from 2 to 3 credits, may have some impact on enrolment.

The motion was put to a vote and was CARRIED.

Report on
Supply Teachers

Mr. Binns acknowledged the Board is over budget in this area and referred to efforts to monitor the use of supply teachers and affirmed a pattern in the year-by-year spending for supply teachers.

Mrs. Bishop voiced her concerns with the significant spending in the "Other" column for the Secondary panel.

Mr. Binns offered to investigate this area.

Moved by Dr. Johnston:

That the Report on Supply Teachers as of 1993 11 30 be received for information. CARRIED

Casual Assistance
Report:
(i) 1993 Substitute
Cleaner Usage

Moved by Mrs. Hill:

That the Report on Substitute Cleaner Usage as of 1993 11 30 be received for information.

When Mrs. Hill noted the substantial number of Workers' Compensation-related leave days, Mr. Binns spoke of the steps initiated through the efforts of Mr. B. Urie, Co-ordinator of Occupational Health and Safety, to address the issue and facilitate the prompt return to work of injured employees. He expressed optimism with the emerging perception that early return to duties speeds up the healing process, stating this could assist in encouraging injured staff to go back to work.

When Mr. Mulholland referred to his comments a few months ago wherein he conveyed information regarding a Clinic, Mr. Binns affirmed this is being considered.

The motion was voted on and was CARRIED.

(ii) 1993 Casual
Budget and
Expenditures

Mr. Binns referred to efforts in keeping the figures well within Budget.

Moved by Mr. Allen:

That the Report on the Casual Budget and Expenditures as of 1993 11 30 be received for information. CARRIED

ELEMENTARY/SECONDARYNEW BUSINESS:Recommendations of
the Superintendent
of Human Resources

Moved by Mr. Darby:

That the recommendations of the Superintendent of Human Resources on Pages 8 to 10 be approved as presented.
CARRIED

In presenting the added recommendation on Page 10A, Mr. Binns noted this replacement position is due to health reasons.

Moved by Dr. Johnston:

That the added recommendation of the Superintendent of Human Resources on Page 10A be approved.

Mr. Mulholland stated he would abstain from voting as he had concerns with the selection process.

The motion was voted on and was CARRIED.

Requests for "Four
Over Five" Plan

Moved by Mr. Darby:

That the following requests for "Four Over Five" Plan be approved:

(a) That approval be granted for the requests of the following teachers for Leaves of Absence under the Salary Holdback Plan ("Four Over Five" Plan) of the Collective Agreement, effective as shown:

Steven Dunn (S), 1996 02 01 to 1996 06 30 (2nd Sem., 1995-96 School Year)

Paul Smith (S), 1996 02 01 to 1996 06 30 (2nd Sem., 1995-96 School Year)

Leanne Yarwood (S), 1996 02 01 to 1996 06 30 (2nd Sem., 1995-96 School Year)

CARRIED

Report regarding
Vice-Principal
Candidates Eligible
for Promotion

At an in-camera session of this Committee, the following motion was considered:

Moved by Mr. Allen:

That the Report regarding Vice-Principal Candidates Eligible for Promotion be received for information and the following recommendation approved:

(a) That the following Vice-Principal Eligible for Approval List be approved and that this become the Approved for Promotion List:

Elementary
Anne Cliffe
Sandra Cole
Terese Gallagher
Patricia Hutchinson

Secondary
Robin McGall
Anne Marie Metford

CARRIED

The meeting then adjourned.

Read and confirmed,

CHAIRMAN

rt

URBAN/MUNICIPAL

CA4 ON HBL W26

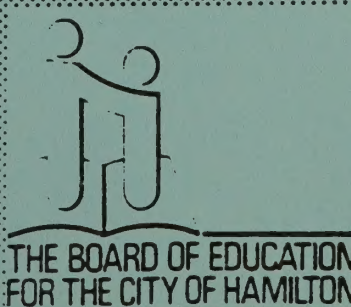
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1994

FEBRUARY, 1994

PERSONNEL AND ORGANIZATION COMMITTEE

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ELEMENTARY/SECONDARY

NEW BUSINESS:

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MINUTES OF THE PERSONNEL AND ORGANIZATION COMMITTEE
1994 02 10

Present: Trustees Hicks (Chairman), Darby, Johnston, Mulholland, Orban, Paquin and Allen.

Also Present: Trustees Bishop, Cunningham, Desmarais, Hill, Lowe, Stewart and Wilson.

Officials Present:
D. Goodridge (Director of Education and Secretary)
R. Binns (Superintendent of Human Resources)
P. Shewfelt (Superintendent of Finance and Treasurer)
P. Gillie (Superintendent of Administrative Services)
M. Quinn (Superintendent of Schools - Areas 1 and 3)
N. Nicholls (Superintendent of Schools - Areas 2 and 4)
F. Cooke (Assistant Superintendent of Program)
S. Rogers (Assistant to the Secretary)

Mr. Hicks called the meeting to order and noted regrets were received from Trustees Patenaude, Rodgerson and Rogers. He then asked for confirmation of the minutes.

Moved by Ms. Orban:

That the minutes of the regular meeting of 1994 01 13 and special meeting of 1994 01 20 be approved as presented. CARRIED

GENERAL

NEW BUSINESS:

Recommendations of the Superintendent of Human Resources Moved by Mr. Darby:

That the recommendations of the Superintendent of Human Resources be approved as presented. CARRIED

Staffing Report

Mr. Binns highlighted the following in the Report:

a) An increase by 2.2 in the Teachers - Elementary line (1.7 due to increased enrolment in the English as a Second Language [ESL] program; .5 due to contract compliance in the Kindergarten program)

b) Enrolment Statistics:

-- Elementary enrolment increased by 52 students.

-- Secondary Composite enrolment: The January figure of 11,688 students (vs. 11,529 for December) includes students for the first semester but not all the new enrolees. Enrolments reported verbally on 1994 02 10 were: Secondary Composite - 11,864 students, Secondary Vocational - 794 and G. P. Vanier Secondary School - 470.

Mr. Binns clarified for Mr. Darby that the Ministry grant for the second semester will be based on the February 28th enrolment figures.

Moved by Mr. Darby:

That the Staffing Report - Full Time Equivalent Positions as of 1994 01 31 be received for information. CARRIED

Report on Supply Teachers

Recalling Mrs. Bishop's concern with the last Report relative to the significant spending in the "Other" column for the

Secondary panel, Mr. Binns advised that a closer analysis has uncovered coding errors in recording information (e.g. field trips, in-service workshops, etc.) from the schools as well as individual teachers.

Mr. Binns acknowledged the Officials' on-going concerns in managing the Supply Teacher Usage budget and alluded to the plan to decentralize this budget into the schools.

Moved by Mrs. Bishop:

That the Report on Supply Teachers as of 1993 12 31 be received for information.

Mrs. Hill recalled the concerns raised at the recent Program Committee meeting and expressed hope that release time for teachers coaching in sports events in the schools will not be adversely affected in the attempts to control this budget.

The motion was put to a vote and was CARRIED.

Report on Secondary
Enrolment and Class
Size

In reviewing the Report, Ms. Gillie drew the members' attention to Page 7, noting the following corrections: Figures for G. P. Vanier should read: Actual Sep 30 1991 - 401, City Total - 13401; Actual Sep 30 1992 - 465, City Total - 13458.

Moved by Dr. Johnston:

That the Report on Secondary Enrolment and Class Size be received for information.

When Mrs. Bishop questioned the wide range between small and large classes in the secondary schools compared to the elementary schools, Mr. Binns advised that the way this data is collected on the computers does not always reflect how the schools are organized, i.e. although Chart B on Page 10 shows a quarter of classes of 10 or less, it would be difficult to find such classes. Therefore, he cautioned against drawing inferences from this data.

Ms. Gillie clarified the information in the Report provides an overview of the range and average class sizes in the system. Stating there is no direction at this time to alter the situation, she affirmed there are "above average" class sizes in some schools.

Mr. Binns confirmed for Mrs. Bishop the concerns among schools regarding the low enrolment at the Ontario Academic Credit (OAC) level. Competitive programs must be maintained and, where possible, classes are joined to accommodate the students' needs. Mr. Binns noted that other than one grievance, there has been no indication that class sizes are a problem with the Federation.

Mr. Binns offered to investigate Mrs. Bishop's question around Provincial statistics relating to enrolment in OACs in secondary schools are much higher than the Hamilton enrolment figures.

Moved by Mrs. Bishop:

That a Report on Ontario Academic Credit (OAC) offerings be brought to the Board before June, 1994.

Mrs. Bishop asked that the report determine whether our OAC offerings are comparable with other cities of comparable population as well as investigate programs offered in schools with low enrolment classes versus schools with larger classes.

Mr. Hicks noted the motion relates more to the mandate of the Program Committee.

Mrs. Bishop agreed but felt that a request for a report could be made at one committee but presented to the appropriate committee.

Mr. Goodridge suggested the Report be referred back to the Officials to enable them to place the issue on the appropriate Committee agenda for consideration.

The Chairman ruled the issue was of a Program nature and would not accept the motion.

Mr. Stewart was advised that the enrolment trend between Grades 9 and 10, i.e. higher enrolment in Grade 9/lower enrolment in Grade 10, could be attributed to several factors, e.g.: (a) Grade 10 is the age level where students can decide to leave school, (b) there are students taking courses at different grades simultaneously, (c) there is a wider range of courses offered at Grade 9 versus Grade 10, etc.

Mr. Stewart suggested it would be helpful to look into this area of "dropouts".

The motion was put to a vote and was CARRIED.

Report on
Performance
Management System
Plan

Mr. Binns provided an overview then called on Mr. J. McCaughey, Program Leader - Staff Development, who reviewed the Report with the members.

Moved by Mrs. Hill:

That the plan for the Performance Management System be received for information.

Mr. Binns explained for Mrs. Hill the implementation process for the whole system, noting an opportunity for all employees to be evaluated more frequently than has been in the past. He acknowledged that it could take up to 5 years for an employee to be evaluated.

Clarifying for Ms. Orban that the Draft Guiding Principles (Appendix I) was developed by the Umbrella Committee members, Mr. McCaughey emphasized that accountability must be a major component of the Performance Management System Plan.

The motion was put to a vote and was CARRIED.

ELEMENTARY/SECONDARYNEW BUSINESS:Recommendations of
the Superintendent
of Human Resources

Moved by Dr. Johnston:

That the recommendations of the Superintendent of Human Resources be approved as presented.

Mrs. Hill requested Clause 3(a) (1) be voted on separately, noting her opposition to replacing staff in this position while under review.

The recommendations of the Superintendent of Human Resources, excluding Recommendation 3 (a) (i), were put to a vote and was CARRIED.

Recommendation 3 (a) (i) was put to a vote and was CARRIED.

The meeting then adjourned.

Read and confirmed,

CHAIRMAN

rt

**MINUTES OF THE
OF THE PERSONNEL & ORGANIZATION COMMITTEE
1994 03 30**

Present: Trustees Hicks (Chairman), Darby, Johnston, Mulholland, Orban, Paquin and Allen.
Also
Present: Trustees Bishop, Cunningham, Desmarais, Hill, Korz, Lowe, Mason, Patenaude, Rodgeron, Rogers, Stewart and Wilson.
Officials
Present: D. Goodridge (Director of Education and Secretary)
 R. Binns (Superintendent of Human Resources)
 P. Shewfelt (Superintendent of Finance and Treasurer)
 E. Bond (Superintendent of Program)
 P. Gillie (Superintendent of Administrative Services)
 M. Quinn (Superintendent of Schools – Areas 1 and 3)
 N. Nicholls (Superintendent of Schools – Areas 2 and 4)
 R. Lavoie (Superintendent of Schools – French as a First Language)
 F. Cooke (Assistant Superintendent of Program)
 G. Rutledge (Controller)

GENERAL

NEW BUSINESS:

Report on Organization of Secondary School Administration – September 1994

In reviewing the Report, Mr. Goodridge stated the transfers/assignments of secondary school principals and vice-principals were determined in the context of effecting renewal and growth in the secondary schools. Recognizing the principals/vice-principals as system partners, he expressed confidence their leadership skills will be helpful in promoting system growth, particularly in meeting the many challenges in the field of education across the Province.

Moved by Mr. Allen:

That the Secondary School Administration Transfers/Assignments, effective September 1994, as presented be received for information. **CARRIED**

Noting Ms. Orban was not in the room for this discussion, the Chairman requested the minutes reflect her concern that the Board could receive petitions from staff about the extent of the transfers.

ELEMENTARY/SECONDARY

BUSINESS ARISING OUT OF THE MINUTES:

Request to Post and Advertise for Assistant Superintendent of Schools

In discussing briefly the posting process and nature of the position of Assistant Superintendent of Schools, Mr. Goodridge indicated that the term of appointment will be for a period of five years.

Moved by Dr. Johnston:

That the Director post and advertise immediately for the position of Assistant Superintendent of Schools.

When Mrs. Bishop questioned the five-year term, Mr. Goodridge emphasized that a shorter term could seriously limit the number and quality of applicants.

Mrs. Bishop stated her concerns related to the lack of flexibility for further restructuring in future years.

When several trustees concurred with the Director, Dr. Johnston agreed to include the five-year appointment term in his motion.

Moved in amendment by Mrs. Bishop:

That the term of appointment for the position of Assistant Superintendent of Schools be for a period of three years.

Mr. Darby called the question. The amendment was put to a vote and was LOST.

Mr. Goodridge clarified that the job description for this position is being developed and the final document will be shared with the trustees when available.

Noting the Board's Procedures for the Selection of Supervisory Officers will be used for these interviews, Mr. Hicks advised the interview by the Personnel and Organization Committee has been scheduled for Saturday, 1994 04 23.

The motion, as follows, was put to a vote and was CARRIED:

That the Director post and advertise immediately for the position of Assistant Superintendent of Schools and that the term of appointment be for a period of five years.

NEW BUSINESS:

Recommendation of the Superintendent of Human Resources

Moved by Mr. Stewart:

That the following recommendation of the Superintendent of Human Resources be approved:

7. LEAVING EMPLOYMENT

(a) That the date for the following teacher to leave the employ of the Board be approved:

Janice Tomlinson (E), 1994 08 31 (Elementary Termination)

Mr. Binns advised the members that the concerns relating to this issue have been resolved to all parties' satisfaction.

The motion was put to a vote and was CARRIED.

The Committee then met in-camera.

The meeting then adjourned.

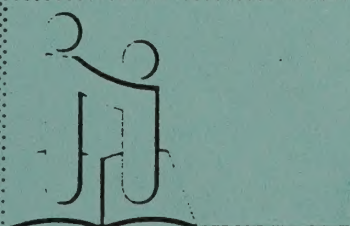
Read and confirmed,

CHAIRMAN

URBAN/MUNICIPAL
C44 ON HBL W26
M36
1994

APRIL, 1994

PERSONNEL AND ORGANIZATION COMMITTEE



THE BOARD OF EDUCATION
FOR THE CITY OF HAMILTON

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MINUTES OF THE
PERSONNEL AND ORGANIZATION COMMITTEE
1994 04 14

Present: Trustees Hicks (Chairman), Darby, Johnston, Mulholland, Orban, Paquin and Allen.

Also

Present: Trustees Bishop, Cunningham, Korz, Mason, Rogers, Stewart and Wilson.

Officials

Present: D. Goodridge (Director of Education and Secretary)
R. Binns (Superintendent of Human Resources)
P. Shewfelt (Superintendent of Finance and Treasurer)
P. Gillie (Superintendent of Administrative Services)
M. Quinn (Superintendent of Schools – Areas 1 and 3)
N. Nicholls (Superintendent of Schools – Areas 2 and 4)
R. Lavoie (Superintendent of Schools – French as a First Language)

Mr. Hicks called the meeting to order, noting regrets for not attending were received from Trustees Desmarais, Hill, Lowe, Patenaude and Rodgeron.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Final Report –
Workload Study
(Plant Department)

Mr. Binns requested a one month deferral of this Report to the May meeting.

Moved by Mr. Mulholland:

That the Final Report – Workload Study (Plant Department) be deferred to the May meeting of the Personnel and Organization Committee.

As information, Mr. Hicks advised it is his intent as the Chairman of the Committee to proceed with a request from the Canadian Union of Public Employees (C.U.P.E.) to make a presentation at the May meeting relative to the Workload Study. He asked that members advise him if they had any concerns about proceeding with the presentation.

The motion was put to a vote and was **CARRIED.**

NEW BUSINESS:

Recommendations of
the Superintendent
of Human Resources

Moved by Mr. Darby:

That the recommendation of the Superintendent of Human Resources be approved as presented. **CARRIED.**

The following was considered at the in-camera session and approved:

Moved by Ms. Orban:

That the following recommendation of the Superintendent of Human Resources be approved:

7. LEAVING EMPLOYMENT

a) That the date for the following staff to leave the employ of the Board be approved:

Troy Spencer (Caretaking and Maintenance Staff), 1994 03 08.

CARRIED

Staffing Report

Moved by Mr. Darby:

That the Staffing Report – Full Time Equivalent Positions as of 1994 03 31 be received for information. **CARRIED.**

Report on Supply Teachers

Moved by Dr. Johnston:

That the Report on Supply Teachers as of 1994 02 28 be received for information. **CARRIED.**

ELEMENTARY/SECONDARY

NEW BUSINESS:

Recommendations of the Superintendent of Human Resources

Moved by Mr. Darby:

That the recommendations of the Superintendent of Human Resources be approved. **CARRIED.**

Request for "Four Over Five" Plan

Moved by Mr. Darby:

That the following request for "Four Over Five" Plan be approved:

(a) That the Board rescind the Leave of Absence granted at a previous meeting to Carole Mulholland (E) and approve her request to withdraw from the Salary Holdback Plan ("Four Over Five"), effective 1997 09 01 to 1998 06 30 (1997–98 School Year).

CARRIED.

Interviews – Assistant Superintendents of Schools

Mr. Hicks advised of his inability to Chair the In-camera meeting on Saturday, 1994 04 23 and called for nominations for Chairman Pro-Tem.

Moved by Mr. Allen:

That Mr. Mulholland be nominated Chairman Pro-Tem for the Special In-camera meeting of the Personnel and Organization Committee, 1994 04 23. **CARRIED.**

Noting guidelines for this process have been provided to trustees, Mr. Hicks stated that it is the intent to hold a workshop session following the Special Operations and Finance Committee meeting on Wednesday, 1994 04 20, if time permits, to provide an opportunity for trustees to ask questions and clarify procedures.

Upon Mr. Mulholland declining acceptance of the responsibility to Chair this meeting, it was

Moved in amendment by Ms. Orban:

That Mr. Darby be nominated Chairman Pro-Tem for the Special In-camera meeting of the Personnel and Organization Committee, 1994 04 23. **CARRIED.**

Elementary School
Principal Pool

The following was considered at the in-camera session and approved:

Moved by Ms. Orban:

That the Report regarding Principal Candidates Eligible for Promotion be received for information and the following recommendation be approved:

a) That the Principal Eligible for Approval List be approved and that this become the Approved for Promotion List for Elementary Schools:

Thomas (Tim) Dexter
Barbara Haverty
Diane Rawsthorn
Kathleen Watters

The meeting then adjourned.

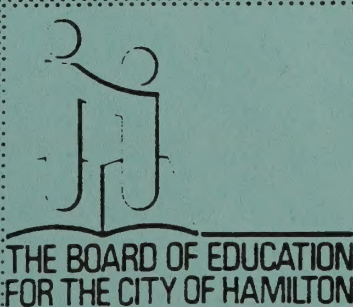
Read and confirmed,

.....
Chairman

URBAN/MUNICIPAL
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MAY, 1994

PERSONNEL AND ORGANIZATION COMMITTEE



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PERSONNEL & ORGANIZATION COMMITTEE

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ELEMENTARY/SECONDARY

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PROPOSAL FOR ORGANIZATIONAL DEVELOPMENT

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APPENDIX

DISCUSSION OF THE PROPOSAL

The purpose of this proposal is to provide a comprehensive overview of the organizational development process and to outline the specific steps that will be taken to implement the proposed changes.

The first step in the process is to conduct a thorough analysis of the current organizational structure and to identify the areas that need to be improved.

Once the analysis is complete, the next step is to develop a detailed plan for the implementation of the proposed changes. This plan should include a timeline for the project and a budget for the costs of implementation.

Finally, the last step in the process is to monitor the progress of the implementation and to make any necessary adjustments to the plan as the project moves forward.

CONCLUSION

The implementation of the proposed changes will result in a more efficient and effective organizational structure that will better serve the needs of the organization.

The proposed changes are essential for the long-term success of the organization and for the achievement of its strategic goals.

The implementation of the proposed changes will require the cooperation and support of all employees and management.

The proposed changes are a necessary part of the ongoing process of organizational development and improvement.

The implementation of the proposed changes will result in a more efficient and effective organizational structure that will better serve the needs of the organization.

The proposed changes are essential for the long-term success of the organization and for the achievement of its strategic goals.

APPENDIX A

REFERENCES

The following references were used in the preparation of this proposal:

MINUTES OF THE
PERSONNEL AND ORGANIZATION COMMITTEE
1994 05 12

Present: Trustees Hicks (Chairman), Mulholland, Orban, Paquin and Allen.

Not

Present: Trustees Darby and Johnston.

Also

Present: Trustees Bishop, Cunningham, Desmarais, Hill, Mason, Rogers and Stewart.

Officials

Present: D. Goodridge (Director of Education and Secretary)
R. Binns (Superintendent of Human Resources)
P. Gillie (Superintendent – Administrative Services)
B. Orlando (Superintendent of Plant)
F. Cooke (Assistant Superintendent of Program)
G. Rutledge (Controller)

Mr. Hicks called the meeting to order, noting regrets for not attending were received from Trustees Johnston, Korz, Lowe, Rodgeron and Wilson.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Presentation by
C.U.P.E., Local 1344
re Workload Study
(Plant Department)

Messrs. D. Ward, C.U.P.E., Local 1344 President, G. McDonnell, C.U.P.E., Local 1344 Vice-President, and H. McMillan presented the Union's Brief which outlined their concerns relative to the Daniels and Associates, Inc.'s workload study.

In concluding the presentation, Mr. McDonnell stated that, in spite of the flaws in the workload study, C.U.P.E., Local 1344 is prepared to work co-operatively with the Board in addressing the many issues identified.

In reply to Ms. Orban's question, Mr. Ward suggested the Board could save money by assigning minor repair jobs to C.U.P.E. members rather than contracting out.

Mr. McDonnell confirmed for Mr. Stewart that administration has corrected some of the errors made by Daniels; however, he maintained that the heart of the report (the time study) is totally flawed.

Although acknowledging Mrs. Mason's questions relative to the possibility of increasing efficiency with lesser staff, Mr. McMillan concluded that the present staff complement should be maintained to meet the caretaking requirements of the schools.

Mr. McMillan responded to Mrs. Bishop that, while the Union is continuing to meet with staff about their concerns, they felt that the report to the trustees on the results of the workload study warranted their presentation this evening.

It was agreed:

That the Presentation by C.U.P.E., Local 1344 relative to the Workload Study (Plant Department) be received for information and referred to the Officials for a report.

On behalf of the members, Mr. Hicks thanked the presentors.

Workload Study
- A Report

Mr. Binns presented an overview then called on Messrs. E. Salmon, Manager – Caretaking Services, M. Bottrell, Site Leader – Barton Secondary School, and T. Ophoven, Principal of Queen Mary Elementary School, who reviewed the salient details of the Report.

Moved by Mrs. Hill:

That the Report from the Officials on the Workload Study be referred back to the Officials for consideration with the Report from C.U.P.E., Local 1344.

Mr. Binns clarified for Canon Rogers that, although it is hoped the reduction of cleaning staff by 38 will be through retirement and attrition, the anticipated number of retirements is less than 38.

Trustees Rogers and Orban supported the referral motion in order to hear from the officials. Ms. Orban questioned the Consultant's fee spent by the Board given the many flaws and concerns identified.

Mr. Stewart opposed the referral motion, stating his preference for the Committee to turn down the workload study tonight.

Mr. Hicks maintained that referring the Report to the officials was following established procedures.

Mrs. Hill observed there was nothing in the Report from the officials indicating that C.U.P.E.'s concerns have been addressed and answered.

Stating it would be fair to consider the two Reports equally, Mr. Allen supported the referral motion.

The motion was put to a vote and was **CARRIED**.

Report on Job Coach –
Transitional Work
Experience Program
(T.W.E.P.)

Dr. Cooke presented the Report.

Moved by Mr. Allen:

That the position of Job Coach, Transitional Work Experience Program (T.W.E.P.) be renewed for the 1994/95 school year.

Moved in amendment by Mrs. Bishop:

That the position of Job Coach, Transitional Work Experience Program (T.W.E.P.) be renewed for a three-year term (to the end of the 1996-97 School Year).

Mr. Hicks expressed concern with the impact on the Budget.

Mrs. Bishop considered the three-year term is long overdue given the significance of the program and the time and creative efforts contributed by the incumbent in this project.

The amendment was put to a vote and was CARRIED.

The motion, as amended, was put to a vote and was CARRIED.

Report from the
Officials re Persons
of Authority in
Schools During the
School Day

Mr. Goodridge, in presenting the Report, acknowledged the efforts of Principals Jane Evans and Gary Birch.

Moved by Mrs. Bishop:

That the Report from the Officials regarding Persons of Authority in Schools During the School Day be received for information and the following recommendation approved:

(a) That, as a normal practice, schools with more than one administrator will ensure that there be at least one administrator in the building at all times during the school day.

Expressing her appreciation for the Report, Miss Cunningham asked if there is some mechanism in place to ensure a principal is not spending an inordinate amount of time in meetings. She noted the increasing expectation from the public that principals be available.

Mr. Goodridge responded that appropriate course of action has been initiated toward this direction.

The motion was put to a vote and was CARRIED.

NEW BUSINESS:

Recommendations of the
Superintendent
of Human Resources

Moved by Ms. Orban:

That the recommendation of the Superintendent of Human Resources be approved as presented. CARRIED.

Staffing Report

Moved by Mr. Paquin:

That the Staffing Report – Full Time Equivalent Positions as of 1994 04 30 be received for information. CARRIED.

Report on Supply
Teachers

Moved by Mr. Mulholland:

That the Report on Supply Teachers as of 1994 03 31 be received for information. CARRIED.

Temporary Assistance Report:

(a) Substitute Cleaner/Casual Assistance Usage - 1994

Ms. R. Zajczenko, Employment Officer, clarified for Mr. Mulholland the seniority rights for casual staff.

Moved by Canon Rogers:

That the Report on Substitute Cleaner/Casual Assistance Usage as of 1994 03 31 be received for information.

CARRIED

(b) 1993 and 1994 Temporary Assistance Expenditures

Moved by Mr. Paquin:

That the 1993 and 1994 Temporary Assistance Expenditures Report be received for information.

CARRIED

ELEMENTARY/SECONDARY

NEW BUSINESS:

Recommendations of the Superintendent of Human Resources

At this point, Mr. Allen declared a conflict of interest and stated he would neither vote nor participate in the debate.

Mr. Binns informed Mr. Stewart that to date, 37 elementary and 40 secondary teachers (including 3 elementary and 3 secondary principals) are retiring at the end of this school year.

Moved by Mr. Stewart:

That the recommendations of the Superintendent of Human Resources be approved.

CARRIED.

The meeting then adjourned.

Read and confirmed,

CHAIRMAN

rt

CAY ON HBL W26

M36

1994

**MINUTES OF THE
SPECIAL MEETING OF THE PERSONNEL & ORGANIZATION COMMITTEE
1994 05 19**

Present: Trustees W. Hicks (Chairman), Mulholland, Orban and Allen.
Not Present: Trustees Darby, Johnston and Paquin.
Also Present: Trustees Bishop, Cunningham, Desmarais, Hill, Korz, Lowe, Rogers and Wilson.

Officials Present: D. Goodridge (Director of Education and Secretary)
 P. Shewfelt (Superintendent of Finance and Treasurer)
 R. Binns (Superintendent of Human Resources)
 P. Gillie (Superintendent of Administrative Services)
 R. Orlando (Superintendent of Plant)
 R. Lavoie (Superintendent of Schools - French as a First Language)
 F. Cooke (Assistant Superintendent - Program)

Mr. Hicks called the meeting to order noting regrets for not being able to attend were received from Trustees Patenaude and Stewart.

Mr. Binns suggested that members consider dealing with the Recommendations of the Superintendent of Human Resources under Elementary/Secondary as the first item of business as these appointments impact on the Revised Organization of Secondary School Administration under General.

Moved by Mr. Mulholland:

That the Recommendations of the Superintendent of Human Resources, Elementary/Secondary be dealt with as the first item of business. **CARRIED.**

ELEMENTARY/SECONDARY

NEW BUSINESS:

Recommendations of the Superintendent of Human Resources

Moved by Mr. Mulholland:

That the recommendations of the Superintendent of Human Resources be approved. **CARRIED.**

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Revised Organization of Secondary School Administration - September 1994

Mr. Binns presented the report, stating that retirements and appointments have resulted in a revised organization.

In order to pursue a line of questioning, it was

Moved by Mrs. Hill:

That this Committee meet in-camera.

CARRIED.

When the public session reconvened, it was

Moved by Canon Rogers:

That the Revised Secondary School Administration Transfers/Assignments be received for information. CARRIED.

Recommendations of the Superintendent of Human Resources

Moved by Ms. Wilson:

That the following recommendation of the Superintendent of Human Resources be approved:

3. PROMOTIONS

(a) That Halina Sims be appointed to the position of Staffing Coordinator, for a five year term, effective 1994 07 01 to 1999 08 31, with salary according to the salary schedule.

In response to questions, Mr. Binns advised that Ms. Sims was one of two candidates for this position, and she had been filling this position on a temporary basis since the retirement of Mrs. Howard.

The motion was put to a vote and was CARRIED.

The meeting then adjourned.

Read and confirmed,

.....
Chairman

cv

URBAN/MUNICIPAL

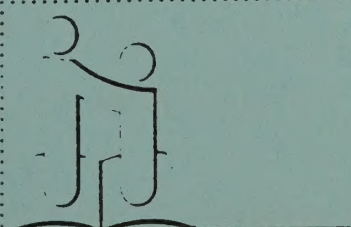
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M 36

1994

JUNE, 1994

PERSONNEL AND ORGANIZATION COMMITTEE



THE BOARD OF EDUCATION
FOR THE CITY OF HAMILTON

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PERSONNEL & ORGANIZATION COMMITTEE

1994 06 09

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1-10-1941

1. The first part of the report is a summary of the work done during the last year.

2. The second part is a detailed account of the work done during the last year.

1-10-1941

3. The third part is a detailed account of the work done during the last year.

4. The fourth part is a detailed account of the work done during the last year.

5. The fifth part is a detailed account of the work done during the last year.

6. The sixth part is a detailed account of the work done during the last year.

7. The seventh part is a detailed account of the work done during the last year.

8. The eighth part is a detailed account of the work done during the last year.

9. The ninth part is a detailed account of the work done during the last year.

10. The tenth part is a detailed account of the work done during the last year.

11. The eleventh part is a detailed account of the work done during the last year.

1-10-1941

1-10-1941

12. The twelfth part is a detailed account of the work done during the last year.

13. The thirteenth part is a detailed account of the work done during the last year.

14. The fourteenth part is a detailed account of the work done during the last year.

15. The fifteenth part is a detailed account of the work done during the last year.

16. The sixteenth part is a detailed account of the work done during the last year.

17. The seventeenth part is a detailed account of the work done during the last year.

18. The eighteenth part is a detailed account of the work done during the last year.

19. The nineteenth part is a detailed account of the work done during the last year.

20. The twentieth part is a detailed account of the work done during the last year.

MINUTES OF THE
PERSONNEL AND ORGANIZATION COMMITTEE
1994 06 09

Present: Trustees Hicks (Chairman), Darby, Johnston, Mulholland, Orban, Paquin and Allen.

Also

Present: Trustees Bishop, Cunningham, Desmarais, Lowe, Mason and Stewart.

Officials

Present: D. Goodridge (Director of Education and Secretary)
R. Binns (Superintendent of Human Resources)
P. Shewfelt (Superintendent of Finance and Treasurer)
P. Gillie (Superintendent – Administrative Services)
N. Nicholls (Superintendent of Schools – Areas 2 and 4)
F. Cooke (Assistant Superintendent of Program)

Mr. Hicks called the meeting to order, noting regrets for not attending were received from Trustees Hill, Korz, Rodgeron and Rogers.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Response from the
Officials to the
Presentation by CUPE,
Local 1344 regarding
the Workload Study
(Plant Department)

Mr. Binns advised that the Joint Union–Management Committee is reviewing the discrepancies identified in the workload study. Noting the data collection has started with 10 schools to date, Mr. Binns said a Report could be presented to the members on 1994 06 23.

Ms. Orban referred to the growing concerns with the workload study and felt it would be beneficial if the Board takes no further action on this project and focuses instead on working efficiently and towards site–based management.

Moved by Ms. Orban:

That the verbal response from the Officials to the Presentation by C.U.P.E., Local 1344 regarding the Workload Study (Plant Department) be received for information and the following recommendations approved:

(a) That no further action be taken on the Daniels Associates' workload study.

(b) That the present complement of 302 (status quo) cleaners be retained.

(c) That, in accordance with the Collective Agreement between C.U.P.E., Local 1344 and the Hamilton Board of Education, this complement of 302 cleaners can only be reduced by implementing second day cleaning through attrition.

(d) That the Board accept the offer of the Executive of C.U.P.E., Local 1344 to investigate ways and means to operate in a more cost efficient and collaborative environment.

Mr. Mulholland voiced his support for the motion, stressing the significance of clauses (a) and (d). He commended the staff and C.U.P.E. representatives for their efforts at the recent workshop relative to the workload study.

Mrs. Bishop considered the motion premature in light of the Officials' efforts to address the problems identified with the workload study.

Dr. Johnston requested separate voting on the clauses. He endorsed clause (d) but was opposed to clause (a) given the considerable cost incurred on the workload study and expressed his anticipation to hear the response from the Officials on the issue.

Several trustees shared the views expressed by Trustees Bishop and Johnston. When the members were advised that the Officials will be able to bring back the information in two weeks' time, it was

Moved in amendment by Mr. Stewart:

That the motion be referred to the Officials for a report to the Personnel and Organization Committee on 1994 06 23. **CARRIED**

Moved by Mr. Mulholland:

(a) That a Special Meeting of the Personnel and Organization Committee be held on 1994 06 15 at 18:15 hours for the purpose of receiving the recommendations of the Officials on the Workload Study Reports presented at the May meeting of the Personnel and Organization Committee.

(b) That a Special Meeting of the Board be called to receive the Report of the Special Meeting of the Personnel and Organization Committee.

Mr. Mulholland clarified that the previous motion referred Ms. Orban's motion to the Officials and offered that his motion was referring the Agenda item to a different time.

Mr. Hicks accepted the referral motion.

Noting the Officials had indicated they could not respond until 1994 06 23, Mr. Stewart felt a "compromise" in the meeting date is in order. When the dates 1994 06 21 and 1994 06 23 were suggested, Miss Cunningham noted the graduation ceremonies scheduled for the week of June 19th.

Moved in amendment by Miss Cunningham:

That the date of 1994 06 15 in the motion be changed to 1994 06 27.

When the Chairman did not accept the amendment, Dr. Johnston challenged the Chair and the challenge was Carried.

The amendment was put to a vote and was **CARRIED**.

The motion, as amended, was put to a vote and was **CARRIED**.

NEW BUSINESS:

Recommendations of the Superintendent of Human Resources

Moved by Ms. Orban:

That the recommendations of the Superintendent of Human Resources be approved as presented. **CARRIED**

Staffing Report

Mr. Binns noted the following: (a) the May figure for Secondary TR was in the wrong line and will be corrected in the next Report; (b) the slight decline in the Enrolment figures for both panels.

Moved by Mr. Darby:

That the Staffing Report – Full Time Equivalent Positions as of 1994 05 31 be received for information. **CARRIED**

Mr. Binns responded to Mr. Stewart that a flowchart indicating lines of responsibilities could be presented to the Committee.

Report on Supply Teachers

Moved by Mr. Paquin:

That the Report on Supply Teachers as of 1994 04 30 be received for information. **CARRIED**

Annual Report – Occupational Health and Safety

Mr. B. Urie, Co-ordinator – Occupational Health and Safety, presented the Report.

Mrs. Bishop expressed her concerns with the number of accidents involving educational assistants and cleaners and asked what forms of in-service have been undertaken for these employee groups to reduce leg and back injuries.

Mr. Urie assured the members that the Joint Health and Safety Committee is addressing the concerns in these areas. He alluded to the sharing of information in order to promote safety awareness throughout the system. Mr. Urie then explained briefly the process for reporting accidents, the subsequent corrective action taken and clarified the WCB assessment procedures.

Mrs. Bishop urged more training, particularly in the correct manner of lifting heavy children.

Moved by Ms. Orban:

That the Annual Report – Occupational Health and Safety be received for information and the following recommendation approved:

(a) That the Occupational Health and Safety Department continue to initiate and maintain appropriate Occupational Health and Safety programs to meet the needs of the Board.

CARRIED

Annual Report
- Race Relations
and Ethnocultural
Equity Policy [Part I,
Change Your Future
Program]

Mr. Binns provided an overview then called on Mrs. I. Sushko, Equity Co-ordinator, who detailed the Report with the members.

Ms. M. Mansaram, Change Your Future Program Counsellor, spoke about the nature of the program. Three student representatives shared their insights on the program.

When Ms. Orban suggested that much of this program is incorporated into the Board's general delivery of services through the guidance counsellors, Mr. Binns agreed but noted that this program focuses on visible minority students who might have been lost in the general stream and who have special needs. He emphasized the priority given by the Ministry of Citizenship to this project by providing grant funding.

Mr. Darby supported the program but felt the mandate should be expanded beyond racial minorities.

Mr. Allen expressed concern with the target population and challenged the impression that these students are not experiencing success.

Miss Cunningham suggested the Board should ensure the Ministry of Citizenship's long-term commitment, particularly in terms of financial support for this project.

Dr. Johnston requested that the needs of the Native people be addressed through this program.

Mrs. Bishop urged records be kept in order to track the effectiveness of the program in tangible areas (i.e. retention in school).

Moved by Dr. Johnston:

That Part 1 (Change Your Future Program) of the Race Relations and Ethnocultural Equity Annual Report be received for information and the following recommendations approved:

- (a) That the Change Your Future Program continue for 1994-1995.
- (b) That the Hamilton Board of Education accept the \$30,000 funding from the Ministry of Citizenship for 1994-1995.
- (c) That the Change Your Future Advisory Committee continue to explore the acquisition of the further \$10,000 from the community.

CARRIED

September
Meeting Date

Moved by Mr. Darby:

That, in conjunction with the motion approved at the 1994 06 02 Program Committee meeting, the September meeting of the Personnel and Organization Committee be re-scheduled to Thursday, 1994 09 01 at 18:15 hours.

CARRIED

**Recommendation of the
Director of Education**

At an in-camera session of this Committee, the following motion was considered and approved:

Moved by Mr. Mulholland:

That the following recommendation of the Director of Education be approved:

(a) That the position of Outdoor Education Teacher, deleted through the adoption of the 1994 Budget Estimates, be reinstated for the 1994-95 school year, at no additional cost to the Board.

CARRIED

**Report regarding
Plant Department
Restructuring**

The following motion was considered and approved at an in-camera session of this Committee:

That the Report regarding Restructuring of the Plant Department be received for information and the following recommendations approved:

(a) That the position of Superintendent of Plant be eliminated effective 1994 07 01 and the savings be attributed to:

(i) the Social Contract

(ii) the establishment of a managerial position within Administrative Services which would encompass demographics and accommodation. (The Superintendent of Administrative Services to report to the September meeting of the Personnel and Organization Committee on the structure of Administrative Services.)

(b) That effective 1994 07 01, Caretaking Services report to the Superintendent of Human Resources through the Manager of Caretaking Services.

(c) That effective 1994 07 01, the Manager - Design Services, Manager - Engineering and Maintenance, Staff Assistant - Electrical and Staff Assistant - Mechanical report to the Superintendent of Administrative Services.

(d) That the position of Secretary to the Superintendent of Plant be eliminated effective 1994 07 01.

(e) That the position of Trainer, Caretaking Services be established within Human Resources Services effective 1994 09 01 and that the position be filled through redeployment of one position of Field Supervisor.

(f) That the remaining 3 positions of Field Supervisors be reduced through attrition.

CARRIED

ELEMENTARY/SECONDARY**NEW BUSINESS:****Recommendations of the Superintendent of Human Resources**

Moved by Mr. Darby:

That the recommendations of the Superintendent of Human Resources be approved as presented. **CARRIED**

Requests for "Four over Five" Plan

Moved by Mr. Darby:

That the following Requests for "Four Over Five" Plan be approved:

(a) That approval be granted for the request of the following teacher for Leave of Absence under the Salary Holdback Plan ("Four Over Five") of the Collective Agreement, effective as shown:

Joseph Bjegovich (E), 1998 09 01 to 1999 06 30 (1998-99 School Year)

(b) That the effective dates of the request of Keith Archer (S) for a Leave of Absence under the Salary Holdback Plan ("Four Over Five"), approved at a previous meeting, be changed to 1996 09 01 to 1997 06 30 (1996-97 School Year).

(c) That the Board rescind the Leave of Absence granted at a previous meeting to Steven Dunn (S) and approve his request to withdraw from the Salary Holdback Plan ("Four Over Five"), effective 1996 02 01 to 1996 06 30 (2nd Sem., 1995-96 School Year).

CARRIED**Report regarding Recovery of Cost Through Insurance - Educational Assistants**

Ms. S. Scarrow, Senior Employment Officer, reviewed the Report.

Dr. Cooke affirmed for Miss Cunningham that the Board's current complement for educational assistants will not be utilized in this situation.

Moved by Mrs. Bishop:

That the Report regarding Recovery of Cost Through Insurance - Educational Assistants be received for information and the following recommendations approved:

(a) That, effective 1994 09 01 and subject to Board approval, insuring agents of a child whose parent or guardian request that an educational assistant be assigned to work directly with their child who had acquired brain injury as a result of a motor vehicle accident be billed by the Board.

(b) That such approvals be reviewed after no more than six months.

(c) That the Staffing and Accounting Departments develop a procedure for arranging a contract with and billing insurance companies for the services of an educational assistant hired under the above circumstances.

CARRIED

Mrs. Bishop noted that the recommendations in the report had put the terms "acquired brain injury" in quotes and she asked that the quotes be removed.

Report regarding
Positions of
Responsibility/
Administrators
Presently in the Pool,
1994 09 01

Moved by Mr. Allen:

That the updated Report on Positions of Responsibility/Administrators Presently in the Pool, effective 1994 09 01, be received for information.
CARRIED

Request for a Report on
the Lunchroom Program
- Trustee Stewart

Moved by Mr. Stewart:

That the Officials bring a report on how the Lunchroom Program will be supervised and operated for the coming school year due to the changes incurred during the Budget deliberation.
CARRIED

Mr. Binns agreed to bring an interim report in September followed by a full report.

Consultation for
Placement of Principals
- Requested by
Trustee Bishop

Noting the significance of the role of the principal in the community, Mrs. Bishop stated it will facilitate the placement of principals in specific schools if trustees, who are familiar with the needs of the community, could provide input in the process.

Moved by Mrs. Bishop:

(a) That trustees be participants in the selection process for the placement of principals in schools.

(b) That a report outlining a process for doing this be presented to trustees in the Fall.

Several trustees opposed the motion, feeling that, as policy makers, trustees do not have a role in administrative operations.

Trustees in support of the motion felt this may lead to better communication and information sharing.

In closing debate, Mrs. Bishop offered her intent is to assist the process rather than interfere.

The motion was put to a vote and was **LOST**.

The meeting then adjourned.

Read and confirmed,

CHAIRMAN

MINUTES OF THE
SPECIAL MEETING OF THE PERSONNEL AND ORGANIZATION COMMITTEE
1994 06 27

Present: Trustees Hicks (Chairman), Darby, Johnston, Mulholland, Orban, Paquin and Allen.

Also

Present: Trustees Bishop, Cunningham, Desmarais, Lowe, Patenaude, Rodgeron, Rogers and Stewart.

Officials

Present: D. Goodridge (Director of Education and Secretary)
R. Binns (Superintendent of Human Resources)
P. Shewfelt (Superintendent of Finance and Treasurer)
P. Gillie (Superintendent – Administrative Services)
R. Lavoie (Superintendent of Schools – French as a First Language)
F. Cooke (Assistant Superintendent of Program)
S. Rogers (Assistant to the Secretary)

Mr. Hicks called the meeting to order, noting regrets for not attending were received from Trustees Hill, Korz and Mason.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Report from the Officials on the Revised Workload Study

Mr. Binns presented the Report.

Responding to Mr. Stewart's question regarding Recommendation 2 in the Report, Ms. D. Russon, Employee Relations Manager, explained the different ways of achieving downsizing through attrition.

Dr. Johnston felt item 2 on the Agenda (referred motion) should be dealt with prior to consideration of the recommendations in the Report from the officials.

When the Chairman preferred to follow the Agenda as printed, it was

Moved by Dr. Johnston:

That the Report from the Officials on the Revised Workload Study be presented to the members but consideration of the recommendations be delayed until the referred motion is considered.

Dr. Johnston challenged the Chair when the motion was not accepted and the challenge was **Lost**.

Mr. Mulholland expressed several concerns with the recommendations, particularly 1 and 2. Stating that the issue has gone beyond financial restraint and has serious impact on staff (i.e. reduced hours, elimination of benefits and layoffs), he urged the trustees to seriously consider the decision tonight. Mr. Mulholland indicated he would be prepared to make a motion that no action be taken on the recommendations in the Report.

Mr. Binns responded to Mr. Darby that the schools can be adequately cleaned if the recommendations in the report from the Officials are approved and that 15 schools have yet to go on second day cleaning. He estimated that it would take a full school year to achieve the reductions through attrition.

Mr. Binns confirmed that there would be a shortfall in the budget estimates should the recommendations not be approved.

Noting there was no significant difference between the Report tonight and the previous report from the officials, Mr. Desmarais signified his intention to make a motion to receive the Report for information and the Chair could then ask the wishes of the trustees as to the recommendations.

When Mr. Bottrell, Site Leader – Barton Secondary School, confirmed that the recommendations from the Officials will result in a reduction of hours overall, Miss Cunningham expressed concerns with the impact on employee benefits.

Ms. Russon responded that there is a Letter of Understanding in the Collective Agreement that provides lay off protection for all members until June, 1994. She clarified that any reduction for cleaners would be achieved through attrition and other normal openings.

Several trustees were critical that they did not receive this Report in advance of this meeting, stating they should have had an opportunity to review the contents.

Offering that there were savings to be found in eliminating contracting out, Ms. Orban questioned the possibility of assigning some repair jobs to caretakers.

Mr. Hicks ruled that this direction did not impact on the report before the members this evening and could be dealt with at another time.

Mr. Bottrell confirmed that the corrections in the Daniels Report have been agreed to by Daniels Associates.

Mr. Stewart questioned the process of "administrative transfers".

Ms. Russon noted that as of 1994 07 01, Caretaking Services report through the Human Resources Services.

Mr. Binns confirmed that the Manager of Caretaking Services and the Site Leader will work together with the Principal on caretaking matters within the schools.

Mr. Mulholland pointed out the potential loss of full-time status for some employees through reduced hours.

Moved by Mr. Desmarais:

That the Report from the Officials on the Revised Workload Study be received for information at this time. **CARRIED**

Referred Motion [from 1994 06 09 Meeting of the Personnel and Organization Committee]

- (a) That no further action be taken on the Daniels Associates' workload study.*
- (b) That the present complement of 302 (status quo) cleaners be retained.*
- (c) That, in accordance with the Collective Agreement between C.U.P.E. Local 1344 and the Hamilton Board of Education, this complement of 302 cleaners can only be reduced by implementing second day cleaning through attrition.*
- (d) That the Board accept the offer of the Executive of C.U.P.E. Local 1344 to investigate ways and means to operate in a more cost efficient and collaborative environment.*

Moved by Mr. Mulholland:

(a) That no further action be taken on the Daniels and Associates' workload study.

Mr. Binns informed Mr. Darby that approval of this motion would negate all the recommendations in the Report from the Officials before the members tonight.

Mr. Darby opposed the motion and pointed out the impact on this year's budget which was established with some anticipation of reduced staff.

Mr. Stewart supported the motion, adding that the Workload Study was never intended to justify reducing staff. He offered the Board can continue to work towards second day cleaning as this is separate and apart from the Daniels Study.

Mr. Binns confirmed that there are other aspects of the Daniels Study that administration is acting upon.

Mrs. Bishop spoke in opposition to the motion. While acknowledging that not all aspects of the Daniels Study need to be accepted, it did provide an objective method of determining the needs for cleaning the Board's buildings through the use of industry standards.

Mr. Mulholland offered that the only valid action in the Study was the need to update equipment.

Mr. Darby voiced his preference to await the completion and results of the second day cleaning.

Noting the members' compassion for staff and their wish to review further the other recommendations in the workload study, it was moved in amendment by Mr. Desmarais:

That no further action be taken on the Daniels Associates' Workload Study with regard to the component cleaner staff.

The amendment was put to a vote and was CARRIED.

It was confirmed for Mr. Darby that second day cleaning will continue to be implemented.

The motion, as amended, was put to a vote and was CARRIED.

Mr. Mulholland was advised that approval of Clauses (b) and (c) was not necessary.

Ms. Russon indicated that adoption of Clause (d) would be worthwhile as the "Workload Study" is no longer viable.

Mr. Stewart submitted that this should be an ongoing practice of the Board with all employee groups.

Miss Cunningham noted that she did not support using the Daniels Report to justify downsizing to their suggested numbers; however, she felt that there needs to be some move towards getting to the appropriate number of staff needed to clean the system properly.

Moved by Miss Cunningham:

That the Board operate according to the Collective Agreement with CUPE, Local 1344 for downsizing.

Ms. Russon pointed out that there is nothing in the Collective Agreement that refers to downsizing.

Mr. Binns clarified for the members the non-monetary areas of the Daniels Study that administration is taking under consideration, i.e. improvement of cleaning standards and procedures, upgrading of equipment and training of staff.

Miss Cunningham asked for and received permission to withdraw her motion.

Maintaining that second day cleaning could bring further savings, it was moved by Mr. Darby:

That the Board reduce cleaning staff by 24.8 full-time equivalent positions.

The Chairman ruled the motion requires a two-third majority vote to consider as second day cleaning was not an agenda item.

Trustee Johnston questioned the Chairs' ruling and Mr. Darby challenged the Chair.

The challenge was **Lost**.

Mr. Hicks suggested the other concerns arising from tonight's meeting be considered at a future meeting of this Committee.

ELEMENTARY/SECONDARY

NEW BUSINESS:

Recommendation of the Superintendent of Human Resources

Moved by Ms. Orban

1. That the following recommendation of the Superintendent of Human Resources be approved as presented:

6. RETIREMENTS

(a) That the Board approve payment of the Early Retirement Incentive Plan to Linda Lowrey (E), in accordance with Plan A.

CARRIED

The meeting then adjourned.

Read and confirmed,

CHAIRMAN

REVISED AGENDA

SPECIAL MEETING OF THE PERSONNEL & ORGANIZATION COMMITTEE

1994 06 27

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

1. Report from the Officials on the Revised Workload Study

Pages A1 to A3

2. Referred motion:

(a) That no further action be taken on the Daniels Associates' workload study.

(b) That the present complement of 302 (status quo) cleaners be retained.

(c) That, in accordance with the Collective Agreement between C.U.P.E. Local 1344 and the Hamilton Board of Education, this complement of 302 cleaners can only be reduced by implementing second day cleaning through attrition.

(d) That the Board accept the offer of the Executive of C.U.P.E. Local 1344 to investigate ways and means to operate in a more cost efficient and collaborative environment.

ELEMENTARY/SECONDARY

NEW BUSINESS:

1. Recommendation of the Superintendent of Human Resources

Page 1

1994 06 27.

TO: The Chairman & Members
Personnel and Organization Committee

FROM: R. W. Binns,
Superintendent of Human Resources

RE: Workload Study

BACKGROUND:

- Following the Personnel and Organization Committee Meeting held on June 9, 1994, the Officials readjusted the workload study by using the time standards submitted to C.U.P.E., Local 1344 by Daniel's & Associates.
- In addition to readjusting the time standards, a number of errors and omissions were corrected in each school in the study. Examples of the corrections are identification of area carpets; ensuring consistent task sets are applied in each classroom; ensuring that portable classrooms are identified,; etc.

ISSUE:

That industry standards be used as the accepted measurement for the workload study.

RECOMMENDATIONS:

1. That the Board reduce the cleaning staff by 24.8 F.T.E. positions for a savings of approximately \$956,000 per annum (See Appendix B revised). This represents an actual loss of 19 permanent employees and a reduction in the scheduled hours of work.
2. That the loss of 19 permanent employees be achieved through attrition. That the Board and C.U.P.E., Local 1344 work collaboratively in establishing the means of achieving attrition.
3. That the Board approve the development of a five year plan (effective 1995) for replacing obsolete caretaking equipment (Total \$935,300).

RATIONALE:

The purpose of implementing recommendations from the Workload Study is to provide a more efficient custodial service while maintaining quality results.

APPENDIX 'B' - REVISED**ORIGINAL RECOMMENDATIONS**

Present Hours	3017.15	
Required Hours	2235.63	
Reduction	<u>781.52</u> hours	104 FTE

ERRORS CORRECTED *

Present Hours	2991.15	
Required Hours	2215.58	
Reduction	<u>775.57</u> hours	103 FTE

EVERY SECOND DAY CLEANING

Present	2991.15	
Reduced So Far	93.30	
Yet to Reduce	37.85	
Required Hours	2215.58	
Reduction	<u>644.42</u> hours	85.9 FTE

CHANGES TO DENSITY & SIZE FACTORS AND CLEANING SPECIFICATIONS

Present Hours	2860.00	
Required Hours	2519.62	
Reduction	<u>340.38</u> hours	45.4 FTE

ACTUAL REDUCTION BASED ON PAID HOURS

Present Hours	3042.35	
Required Hours	2686.75	
	<u>355.60</u> hours	47.4 FTE

PAGE 2.**ADJUSTED TIME STANDARDS TO REFLECT CUPE'S DATA & CORRECTED
ERRORS AND OMISSIONS (PAID HOURS)**

Present Hours	3042.35	
Required Hours	2856.00	
	186.35 hours	24.8 FTE

* Cardinal Heights School was included twice in the original Daniels Report.

REDUCTION OF PAID HOURS

$$3042.35 - 2856.00 = 186.35 \text{ HRS/DAY}$$

REDUCTION OF FULL TIME EQUIVALENTS

$$176.34 \text{ HRS/DAY} / 7.5 \text{ HOURS} = 24.8 \text{ FTE's}$$

$$\text{REDUCTION OF ACTUAL POSITIONS} = 19 \text{ POSITIONS}$$

ANNUAL SAVINGS

Present	\$12,001,072.92
Proposed	11,044,943.90
	\$ 956,129.02

URBAN/MUNICIPAL
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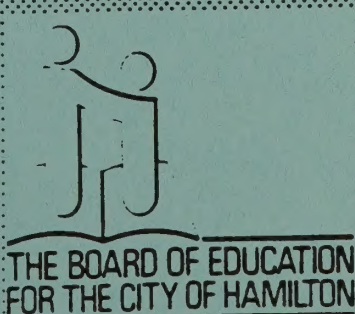
OCTOBER, 1994

PERSONNEL AND ORGANIZATION COMMITTEE

URBAN MUNICIPAL

DEC 15 1994

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MINUTES OF THE PERSONNEL AND ORGANIZATION COMMITTEE

1994 10 13

Present: Trustees Hicks (Chairman), Darby, Johnston, Mulholland, Orban, Paquin and Allen.

Also

Present: Trustees Bishop, Cunningham, Desmarais, Hill, Korz, Lowe, Rodgerson, Rogers and Stewart.

Officials

Present: D. Goodridge (Director of Education and Secretary)
R. Binns (Superintendent of Human Resources)
P. Shewfelt (Superintendent of Finance and Treasurer)
P. Gillie (Superintendent – Administrative Services)
N. Nicholls (Superintendent of Schools – Mountain)
M. Quinn (Superintendent of Schools – Lower City)
M. Matier (Assistant Superintendent of Schools – Mountain)
S. Thompson (Assistant Superintendent of Schools – Lower City)
S. Rogers (Assistant to the Secretary)

Mr. Hicks called the meeting to order.

In consideration of the large audience who came to hear the Report regarding Lunchtime Supervision, Mr. Hicks suggested it may be appropriate for the Committee to consider the Report ahead of the other agenda items.

Moved by Dr. Johnston:

That the Report regarding Lunchtime Supervision be dealt with as the first item of the agenda.
CARRIED [See Pages 5 to 7]

Moved by Mr. Mulholland:

That the minutes of the special meeting of 1994 06 27 be approved as presented. **CARRIED.**

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

**Report regarding
Organization of
Administrative
Services**

In presenting the Report, Ms. Gillie noted that Recommendation 2 regarding staff/title changes has no significant impact for pay equity and social contract issues at this time. In closing, she acknowledged the input and efforts of staff in the preparation of the Report.

Ms. Gillie clarified for Mrs. Rodgerson that some of the former position titles no longer conform to the present set-up of the Board and emphasized the need for a position title to be more representative of the actual duties and responsibilities of the employee.

In reply to a further question from Mrs. Rodgerson, Ms. Gillie affirmed that the \$107,243 annual cost of the revised organization is included in the budget of Administrative Services.

Responding to Mrs. Hill, Ms. D. Russon, Employee Relations Manager, explained that, during the restructuring in June 1994, the difference in the salaries (\$28,000 on an annual basis) for the positions of Superintendent of Plant and Manager of Planning was allocated to the Social Contract.

Mr. Mulholland voiced his opposition to Recommendation 4 regarding the position of Manager of Planning and expressed several concerns with Caretaking Services reporting to Human Resources Department.

Miss Cunningham acknowledged and requested that the minutes reflect Ms. Gillie's positive comments regarding the need for a sound technological implementation plan for the Integrated Information System (IIS).

In response to further comments by Miss Cunningham, Mr. Goodridge affirmed the IIS remains a top priority for the Board and assured the members that officials and staff are working collaboratively towards the completion of this project.

Moved by Mrs. Hill:

That the Report regarding the Organization of Administrative Services be received for information and the following recommendations approved:

(a) That the revised Job Description and the title change to Superintendent – Administrative and Operational Services, as outlined, be approved.

(b) That the following staff changes be approved for implementation:

i) The position of Systems Supervisor be renamed Manager, Administrative Services and that Denver Haynes be appointed Manager, Administrative Services, retroactive to 1994 01 01.

ii) The position of Manager, Computer and Technical Services be renamed Manager, Technical Services and that Len Dixon be appointed Manager, Technical Services effective 1994 11 01.

iii) The position of Data Control Clerk be renamed Data Support Clerk effective 1994 11 01.

iv) The Equipment Services Technicians, Software Technicians and the Personal Computing Co-ordinator and Office Assistant be amalgamated into one section for both administrative and instructional equipment acquisition, installation and maintenance effective 1994 11 01.

v) The position of Supervisor, Technical Support Services (Salary Grade 11) be approved for a three-year term, subject to renewal, and posted effective 1994 11 01.

vi) The position of Technical Supervisor be renamed System Network Supervisor and that Larry McDonald be appointed System Network Supervisor effective 1994 11 01.

vii) The position of Computer Equipment Co-ordinator be renamed Mainframe Network Co-ordinator and that Brian Riess be appointed Mainframe Network Co-ordinator effective 1994 11 01.

viii) The position of Supervisor, Equipment Services be renamed Supervisor, Distribution Support Services and that Ron Rasian be appointed Supervisor Distribution Support Services effective 1994 11 01.

ix) The position of Methods and Communications Analyst be renamed Administrative Support Consultant and that Dave Kingsley be appointed Administrative Support Consultant effective 1994 11 01.

x) The position of Project Research Analyst be renamed Co-ordinator, Research Services and that Karen Chaikoff be appointed Co-ordinator, Research Services effective 1994 11 01.

(c) That the following new positions be approved effective 1994 11 01:

i) One Technician (Salary Grade 10) be added to the amalgamated Technical Support Group in line with the Integrated Information System (IIS) Plan, and that the position be posted effective 1994 11 01.

ii) The position of System Support Programmer (Salary Grade 10) be added to Computer Services in line with the IIS Plan and that the position be posted effective 1994 11 01.

(d) That the management position approved on 1994 06 30 be called Manager of Planning and that the Superintendent – Administrative and Operational Services post this position immediately, for a three-year term (Salary Grade 15), subject to renewal.

CARRIED

NEW BUSINESS:

Recommendations of the Superintendent of Human Resources

Moved by Ms. Orban:

That the Recommendations of the Superintendent of Human Resources be approved as presented. **CARRIED**

Staffing Report, Full Time Equivalent Positions, 1994 09 30

Mr. Binns reviewed the Report, highlighting the staffing changes.

Ms. H. Sims, Staffing Co-ordinator, reviewed the teacher staffing. She advised that an average of 2.3 over budget for the school year was due to program needs in Technical Studies, French Immersion and Science in terms of qualified staff requirements.

Mrs. Hill voiced several concerns with the staffing figures, particularly those areas having implications from the Social Contract. Believing there are some accounting discrepancies with the calculation, she felt the 1994 figures do not reflect what is actually in the budget.

Miss Cunningham shared Mrs. Hill's concerns and suggested that appropriate staff from Finance be invited to a Salary Committee meeting scheduled for Tuesday, 1994 11 18, to clarify the calculation of the information presented tonight.

Mrs. Bishop questioned the additional 1.2 teaching staff for the autistic class, stating she could not recall the Board approving the new positions and felt they should have been drawn to the trustees' attention.

Believing this had been approved previously by the Board, Mr. Binns agreed to investigate and provide information at the next meeting.

Moved by Ms. Orban:

That the Staffing Report – Full Time Equivalent Positions as of 1994 09 30 be received for information. **CARRIED**

**Report on Supply
Teacher Usage**

Mr. Binns reviewed the Report.

Moved by Mr. Darby:

That the Report on Supply Teacher Usage be received for information. **CARRIED**

**Report regarding Pay
Equity and Job
Evaluation**

After providing a brief overview, Mr. Binns introduced Ms. M. Abraham, Compensation Administrator, and Ms. Ruth Van Horne, Employee Relations Officer. Ms. Abraham reviewed the details of the Report.

Mrs. Hill related her concerns with the pay equity process, noting an "automatic" moving up to the next category for most jobs being evaluated. She also expressed concern that the Professional Administrative Support Services (P.A.S.S.) members were evaluating positions in P.A.S.S.

In explaining the evaluation process, Ms. Abraham emphasized the significance of cross-training over several areas for the evaluators.

The members expressed anticipation for a workshop on pay equity which Ms. Abraham offered to organize with the new Chairman after the election.

Mr. Binns agreed to bring updates two or three times per year.

Moved by Mrs. Hill:

That the Report regarding Pay Equity and Job Evaluation be received for information. **CARRIED**

Mr. Desmarais requested the minutes show his opposition to the motion.

Verbal Update
regarding Travel
Allowances

Mr. Binns advised of a forthcoming report early next year.

Moved by Mr. Darby:

That the Verbal Update regarding Travel Allowances be received for information. **CARRIED**

Verbal Update
regarding Education
Centre Parking

Mr. Binns indicated that a committee has been struck to look at the issue of parking and a report will come to the Board early in the new year.

Moved by Mr. Darby:

That the Verbal Update regarding Education Centre Parking be received for information. **CARRIED**

Report of the
Affirmative Action/
Employment Equity
Committee

Moved by Dr. Johnston:

That the following Report of the Affirmative Action/Employment Equity Committee be approved:

(a) That Dr. Barbara Herring, Avebury Research and Consulting Ltd., be requested to make a presentation to the Personnel and Organization Committee on the Employment Equity Act 1993 (Bill 79).

Noting that Bill 79 was not on the agenda as he had anticipated, Mr. Korz requested this item be placed on the November agenda.

The motion was put to a vote and was **CARRIED**.

The Committee then met in-camera and no action was taken.

ELEMENTARY/SECONDARY

BUSINESS ARISING OUT OF THE MINUTES:

Report regarding
Lunchtime Supervision

Mr. Binns provided an overview then called on Ms. M. Avery, Lunch Program Leader, who reviewed the Report.

When Ms. Orban expressed safety concerns with portables being used as lunchrooms, Ms. Avery advised that use of these rooms is being minimized and a lower lunch supervision ratio was permitted in schools that used portables during the lunch hour.

Ms. Avery advised Mrs. Bishop that games during the lunch period have been discontinued in many schools due to lack of space, time, staff and safety reasons.

Several trustees voiced their concerns with various lunch hour problems resulting from the current situation such as safety concerns due to overcrowding in the lunchroom area, eating lunch on gymnasium floors, less

time for eating and extra curricular activities, increased misbehaviour of students, more incidents of damage to buildings, etc.

Mr. Goodridge clarified for Mr. Korz that the Education Act precludes a user fee system for the lunchroom program. He said other jurisdictions employ alternative legal payment methods.

Noting her on-going discussions with school principals on the issue, Ms. Avery concluded that a major concern with the present lunch supervision ratio is the safety factor.

Mr. Binns advised Miss Cunningham that the officials are investigating the possibility of teacher-assisted lunch supervision with the Federation.

Miss Cunningham urged the members to be prudent with their decision. As much as she wished to accommodate every student need, she believed that in light of the financial restraint, the Board has more important priorities for educating children.

Moved by Mr. Korz:

That the Report regarding Lunchtime Supervision be received for information and the following recommendations approved:

(a) That casual assistance, as per Recommendation 2 on Page 34 [Recognizing that most schools are concerned that there will be increased difficulties during inclement weather, trustees could direct officials to increase supervision during winter months by providing additional casual supervisors, at the casual rate, to reduce the ratio to 35-1. This would involve approximately 100 casual lunchtime supervisors assigned December 01 - March 08. Approximate additional cost: 1994 - \$16,000; 1995 - \$70,000], be implemented effective 1994 11 14.

(b) That the Salary Committee consider an alternative approach in providing lunchtime supervision.

(c) That the Director of Education and the Lunchtime Program Leader bring back a point-form summary of legal payment methods in use in other jurisdictions.

When Ms. Avery advised that about 60 lunchtime supervisors will be required to arrive at the previous ratio, it was

Moved in amendment by Mr. Stewart:

That Clause (a) be amended to read:

That, on an as-needs basis, up to 60 casual lunchtime supervisors be hired as soon as possible with an additional 40 to be hired as the inclement weather becomes more severe.

Ms. Avery clarified they will be casual lunchtime supervisors or substitute staff placed in the schools on an "as need" basis.

Reminding the members of tough financial times, Miss Cunningham reiterated her earlier concerns and implored the members to give the officials a chance to consider and evaluate the present system prior to approving the proposed course of action.

Moved in amendment to the amendment by Mr. Darby:

That the phrase "with an additional 40 to be hired as the inclement weather becomes more severe" be deleted.

When the Chairman stated he would not allow Mr. Darby's amendment, Mrs. Hill challenged the Chair. The challenge was Carried.

The amendment to the amendment was put to a vote and was LOST.

The amendment was put to a vote and was CARRIED.

Clause (a), as amended, was put to a vote and was CARRIED.

Clause (b) was put to a vote and was LOST.

Clause (c) was put to a vote and was CARRIED.

Moved by Mrs. Bishop:

That a further report regarding the Lunchtime Program be brought to the Personnel and Organization Committee by March, 1995.

Mr. Binns advised Mrs. Bishop that a report is forthcoming in February, 1995.

Mrs. Bishop withdrew her motion.

Moved by Mrs. Bishop:

That the Hamilton Board invite the Department of Public Health to assist in formulating a plan with regard to the Lunchtime Program.

The Chairman ruled the motion out of order because the issue is unrelated to the lunchtime supervision ratio. He suggested Mrs Bishop raise this item at the next Chairs' Committee meeting.

Mrs. Bishop challenged the Chair and the challenge was Lost.

NEW BUSINESS:**Recommendations of
the Superintendent
of Human Resources**

Moved by Mr. Darby:

That the Recommendations of the Superintendent of Human Resources be
CARRIED

The meeting then adjourned.

Read and confirmed,

CHAIRMAN

rt

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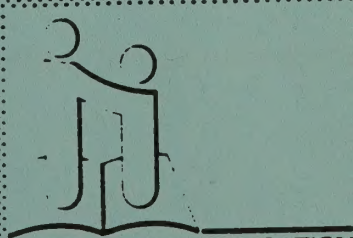
NOVEMBER, 1994

PERSONNEL AND ORGANIZATION COMMITTEE

URBAN MUNICIPAL

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ELEMENTARY/SECONDARY

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MINUTES OF THE PERSONNEL AND ORGANIZATION COMMITTEE

1994 11 10

Present: Trustees Hicks (Chairman), Darby, Johnston, Mulholland, Orban, Paquin and Allen.

Also

Present: Trustees Bishop, Cunningham, Desmarais, Hill, Lowe, Rogers and Stewart.

Officials

Present: D. Goodridge (Director of Education and Secretary)
R. Binns (Superintendent of Human Resources)
P. Shewfelt (Superintendent of Finance and Treasurer)
E. Bond (Superintendent of Program)
P. Gillie (Superintendent – Administrative and Operational Services)
N. Nicholls (Superintendent of Schools – Mountain)
M. Quinn (Superintendent of Schools – Lower City)
S. Thompson (Assistant Superintendent of Schools – Lower City)

Mr. Hicks called the meeting to order and noted regrets for not attending were received from Trustees Korz and Wilson. He then asked for confirmation of the minutes.

Moved by Canon Rogers:

That the minutes of the regular meeting of 1994 09 01 be approved as presented. CARRIED

Moved by Dr. Johnston:

That the Report regarding Elementary and Secondary School Administration – January 1995 be dealt with as the first item of the agenda. CARRIED [See Page 5]

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Employment Equity Act As Mr. Korz was unable to attend tonight's meeting, it was
1993 (Bill 79) –

Requested by
Trustee Korz

Moved by Mr. Darby:

That the agenda item on Employment Equity Act 1993 (Bill 79) –
Requested by Trustee Korz be deferred to the December meeting of the
Personnel and Organization Committee. CARRIED

Report re The
Performance
Management System
Policy

Miss Cunningham noted she had several concerns regarding the report and indicated her intention to move that the report be referred back to the officials.

Moved by Dr. Johnston:

That the Report regarding the Performance Management System Policy be received for information and the following policy statement be approved:

"It is the policy of the Hamilton Board of Education to measure, on an annual basis, employee performance against a set of predetermined standards consistent with the goals of the organization."

When Mrs. Hill challenged the Chair's acceptance of Dr. Johnston's motion without first hearing the Report, Mr. Hicks requested Dr. Johnston to postpone his motion until after the presentation.

Mr. Binns provided an overview then called on Mr. J. McCaughey, Program Leader – Staff Development, who reviewed the Report.

Miss Cunningham expressed her concern with "inconsistencies" in the report, the number of people involved on the Umbrella and Sub-Committees and the number of meetings which take staff away from their work.

Moved by Miss Cunningham:

That the Report regarding the Performance Management System Policy be referred back to the officials for a report to the Personnel and Organization Committee.

Miss Cunningham noted that the intent of her motion is to have a complete report for implementation by February, 1995. She asked that the following be addressed in the report: a complete review of the existing performance management system, consistent criteria established for all groups and an explanation of the growth plan and how it applies to the varying level of employees.

Mrs. Bishop (trustee representative on the Umbrella Committee) shared some of Miss Cunningham's concerns and agreed that the work of the committee is not complete.

Mrs. Hill called for consistency, particularly in defining the standards of performance and statements on beliefs.

Referring to the amount of staff time and efforts involved in the document, Trustees Allen and Johnston were concerned the referral motion could further delay the work on the document. They suggested that approval of the report to date would enable the committee to "fine-tune" the details.

Mr. Binns advised that the process of developing the performance appraisal instrument is quite complex and may take some time to complete.

Miss Cunningham accepted Mr. Stewart's suggestion of a timeline, i.e. "in the Spring of 1995" as a friendly amendment to the referral motion.

The motion was put to a vote and was CARRIED.

NEW BUSINESS:

Recommendations of the Superintendent of Human Resources

Moved by Mrs. Hill:

That the recommendations of the Superintendent of Human Resources be approved as presented. CARRIED

**Staffing Report – Full
Time Equivalent
Positions, 1994 10 31**

Mr. Binns reviewed the Report, noting the changes.

Moved by Mr. Mulholland:

That the Staffing Report – Full Time Equivalent Positions as of 1994 10 31 be received for information. **CARRIED**

**Report on Supply
Teacher Usage –
1994 09 30**

Mr. Binns reviewed the Report.

Moved by Dr. Johnston:

That the Report on Supply Teachers as of 1994 09 30 be received for information.

Mrs. Bishop suggested a "Year to Date" figure be provided for the 10-month period if possible.

The motion was put to a vote and was **CARRIED**.

**Temporary Assistance
Report**

**(a) Substitute Cleaner
/Casual Assistance
Usage – 1994**

Mr. Binns presented the Report.

Moved by Dr. Johnston:

That the Report on Substitute Cleaner/Casual Assistance Usage as of 1994 09 30 be received for information.

Mrs. Bishop requested the inclusion of Total Budgeted and Year to Date figures in future reporting.

The motion was put to a vote and was **CARRIED**.

**(b) 1993 and 1994
Temporary Assistance
Expenditures**

Mr. Binns presented the Report.

Moved by Dr. Johnston:

That the 1993 and 1994 Temporary Assistance Expenditures Report be received for information. **CARRIED**

**Report re Progressive
Discipline Policy**

Mr. Binns called on Ms. D. Russon, Manager – Employee Relations, who reviewed the Report.

Mr. Mulholland stated he would not support the Principal having complete supervision of all school staff unless appropriate training is provided in terms of the background and nature of work of staff.

In expressing her appreciation for the Report, Mrs. Bishop suggested providing more details in key areas of the Policy, particularly those involving the Human Resources Department. She considered a review date for the Policy as necessary.

Referring to the policy statement, Mrs. Bishop felt the disciplinary actions should be clearly defined.

Moved by Mrs. Bishop:

That the Board's policy statement on Progressive Discipline be amended as follows:

That the phrase "**which include insubordination and improper conduct, inability to perform work, consumption of alcohol or illegal substances at work, under the influence of alcohol or illegal substances during work hours and absence and lateness without just cause**" be inserted after the word "circumstances" in the second sentence of the Board's policy statement on Progressive Discipline.

Trustees Desmarais and Orban were opposed to amending the statement. Ms. Orban preferred a general statement which allows for greater flexibility.

The motion was put to a vote and was LOST.

Moved by Dr. Johnston:

That the Report regarding Progressive Discipline Policy be received for information and the following policy statement be approved:

"The Hamilton Board seeks to resolve conduct and performance problems in the most positive manner possible through initiatives such as counselling, additional training or supervision and verbal cautions. However, under those circumstances when disciplinary action including termination, becomes a necessary means of modifying undesirable conduct, the Board has established written procedures."

Responding to Mr. Desmarais, Ms. Russon explained the security aspect of file management involving disciplinary cases.

The motion was put to a vote and was CARRIED.

Report re
Restructuring of
Caretaking Services

Moved by Mr. Mulholland:

That the Report regarding Restructuring of Caretaking Services be received for information and the following recommendation be approved:

(a) That the position of Manager, Caretaking Services and the newly created position of Trainer be reconstituted as one position, Manager/Trainer, Caretaking Services, effective 1995 01 01.

CARRIED

Motion to Thank the
Chairman

Moved by Mr. Darby:

That the members convey to Mr. Wes Hicks their thanks and appreciation for the conscientious and efficient manner in which he has conducted the meetings of this Committee this past year.

CARRIED

ELEMENTARY/SECONDARYNEW BUSINESS:Recommendations
of the Superintendent
of Human Resources

Moved by Mr. Darby:

That the recommendations of the Superintendent of Human Resources be approved as presented. CARRIED

Report re Elementary
and Secondary School
Administration -
January 1995

Moved by Mr. Mulholland:

That the existing administration structure at Sir Winston Churchill Secondary School be maintained for the school year 1994-95. CARRIED

In response to Mrs. Hill, Miss Bond related the various plans and issues relative to programming at the Briarwood Adult Learning Centre. She noted that the in-coming Principal will be responsible for addressing these issues including the delivery of existing programs, e.g. English as a Second Language, Adult Basic Education and credit courses as well as assessing the needs of the future, i.e. accommodation of Local Training and Adjustment Board (LTAB) programs, alternative studies, etc. Miss Bond indicated further that a report regarding the future delivery of Adult and Continuing Education program, along with recommendations, will be brought before the Board by June, 1995.

At this point, the nature of the discussion necessitated an in-camera session.

Moved by Miss Cunningham:

That this Committee meet in-camera. CARRIED

At the resumption of the public meeting, it was

Moved by Mrs. Bishop:

That the administration structure at Parkview Secondary School remain the same.

In view of several concerns expressed by the members on the Secondary School Administration Changes, it was

Moved in amendment by Mrs. Hill:

That the Report regarding Secondary School Administration Changes - January, 1995, as amended, be referred back to the officials. CARRIED

Moved by Dr. Johnston:

That the Report regarding Elementary School Administration Changes - January, 1995 be received for information. CARRIED

The meeting then adjourned.

Read and confirmed,

CHAIRMAN

rt

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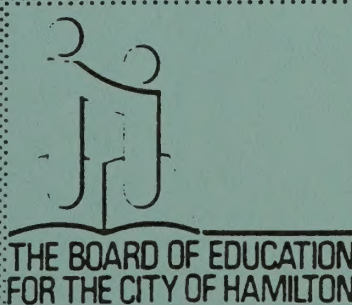
DECEMBER, 1994

PERSONNEL AND ORGANIZATION COMMITTEE

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MINUTES OF THE
PERSONNEL AND ORGANIZATION COMMITTEE
1994 12 08

Present: Trustees Korz (Chairman); Darby, Johnston, Mulholland, Paquin, Rodgerson and Stewart.
Also
Present: Trustees Bishop, Cunningham, Desmarais, Gage, Orban, Patenaude and Rogers.
Officials
Present: D. Goodridge, Director of Education and Secretary
R. Binns, Superintendent of Human Resources
P. Shewfelt, Superintendent of Finance and Treasurer
E. Bond, Superintendent of Program
P. Gillie, Superintendent – Administrative and Operational Services
M. Quinn, Superintendent of Schools – Lower City
N. Nicholls, Superintendent of Schools – Mountain
M. Matier, Assistant Superintendent of Schools – Mountain
S. Thompson, Assistant Superintendent of Schools – Lower City
F. Cooke, Assistant Superintendent – Program
S. Rogers, Assistant to the Secretary

Mr. Korz called the meeting to order noting regrets for not attending were received from Trustees Hicks, Hill, Lowe and MacDonald.

Moved by Dr. Johnston:

That the minutes of the 1994 10 13 meeting be approved.

CARRIED.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Presentation from Avebury Research and Consulting Ltd. on the Employment Equity Act 1993 (Bill 79) Mr. Binns introduced Dr. Barbara Herring from Avebury Research and Consulting Ltd. Dr. Herring proceeded to explain the requirements under the Act and their implications for the Board. The Employment Equity Act aims for equity in employment for four identified groups, by removing barriers to full employment opportunities to achieve a workforce representative of the local population. Under the four headings of Communication and Commitment – Survey Workforce, Analyze Data, Review Employment Policies and Practices and Design Employment Equity Plan, Dr. Herring provided further details, noting the Plan is to be finalized for March, 1996. [*Please see the attached copies of overheads from this presentation*]

Dr. Johnston indicated he was prepared to make a motion to receive this report. Dr. Herring confirmed for him that the Board can have a main plan, with sub plans for each of the federations/unions.

Responding to questions about hiring, Dr. Herring explained that because one of two equally qualified candidates falls into the four identified groups does not mean they must be hired. While the Board's obligation is to choose the best qualified applicant, Dr. Herring stated that the Board must implement a plan to achieve its goal of a human resource base that reflects the community (based on Statistics Canada's data). An evaluation plan in three years will determine whether a reasonable effort has been made to achieve this plan.

The Board will have the flexibility to decide which "community" it will reflect, based on its recruitment practices, i.e. Hamilton/Ontario.

Responding to a question about the difference between "target" and "quota", Dr. Herring stated quota implies fairly rigid numbers, i.e. 3 in 3 years, whereas target implies a reasonable and/or achievable aim based on hiring totals. When queried about a Tri-Board initiative in this respect, Dr. Herring advised the Boards may wish to work together sharing information/strategies and co-ordination, but as each must base a plan on their workforce, it would result in three individual plans.

On behalf of the Committee, Dr. Johnston thanked Dr. Herring for her erudite presentation.

Moved by Dr. Johnston:

That the Employment Equity Report containing Dr. Herring's Presentation on the development and implementation of the Employment Equity Act 1993 (Bill 79) be received for information. **CARRIED.**

Employment Equity Act 1993
(Bill 79) – requested by
Trustee Korz

Mr. Mulholland assumed the chair to allow Mr. Korz to speak to this item.

Believing Bill 79 to be selective with respect to the targeted groups, Mr. Korz considered this legislation to be controversial and ultimately divisive in raising the spectre of hiring quotas in a period of unemployment.

Moved by Mr. Korz:

That the hiring practices of the Board be based solely on the criteria of professional qualifications and ability.

Noting this motion speaks directly against the Law of Ontario, Dr. Johnston challenged its acceptance on the basis of the word "solely".

Citing Dr. Herring's comments that the best qualified person be hired, Mr. Mulholland called for a vote on the challenge and it was **CARRIED.**

Mr. Korz advised that he would bring forward a Notice of Motion at the next Board meeting.

NEW BUSINESS:
Recommendations of the
Superintendent of Human
Resources

Moved by Mr. Stewart:

That Clause 3 be considered in camera.

CARRIED.

It was agreed that the members would complete the remainder of the agenda before going in-camera.

Moved by Mrs. Bishop:

That the recommendations of the Superintendent of Human Resources, excluding Clause 3, be approved. **CARRIED.**

Staffing Report

Mr. Binns identified changes in the report since last month.

Moved by Mr. Darby:

That the Staffing Report – Full Time Equivalent Positions as of 1994 11 30 be received for information. **CARRIED.**

Report on Supply Teachers

Mr. Binns presented the report, stating that he would explore the increase in teacher illness and long term occasional leaves. Furthermore, due to the anticipated \$600,000 over-budget expenditure for supply teacher usage, Mr. Binns advised every effort is being made to minimize coverage.

Moved by Mr. Darby:

That the Report on Supply Teachers as of 1994 10 31 be received for information. **CARRIED.**

ELEMENTARY/SECONDARYNEW BUSINESS:Recommendations of the
Superintendent of Human
Resources

Moved by Mr. Stewart:

That the recommendations of the Superintendent of Human Resources be approved. **CARRIED.**

Report on Elementary and
Secondary Enrolment and
Class Size

Ms. Gillie provided highlights of each Appendix and Mrs. Simms, Co-ordinator, Teacher Staffing, commented on the critical limitations to secondary programming should the 16.3 Pupil Teacher Ratio (PTR) and enrolment figures remain static for September, 1995 – a reduction of 60 teachers.

In response to Mrs. Rodgerson's query about the lack of information on split JK and SK classes (Page 21), Ms. Gillie offered to bring information back to the February meeting.

Seeking information about the calculation of enrolment and how it is reported, Mr. Stewart wondered if principals' diligence is actually costing this Board in lost grants.

Referring to Pages 13–15, Mrs. Bishop asked that the Secondary Future Committee address the impact of students taking less than three credits and student retention in Grades 9 and 12.

Moved Mrs. Bishop:

That the issues of secondary drop out and students taking two or one credits be referred for further study to the Secondary Futures Committee.

Following Ms. Gillie's remarks that investigation is underway with some other school boards and the Ministry of Education and Training regarding drop out rates with a report to be presented in late winter, Mrs. Bishop observed the motion was unnecessary and she withdrew her motion. She believed if there was a concern about credits that the Committee would examine the issue and she would have the opportunity to ask further questions at that time.

Citing the larger than average class sizes Senior Kindergarten and Junior Kindergarten in Compensatory Schools, Mrs. Bishop asked that this issue also be considered by the ad-hoc committee recently established to examine kindergarten registration practices. Mr. Stewart indicated the Director would act on her request.

Moved by Mr. Darby:

That the Report of Enrolments and Average Class Sizes be received for information. **CARRIED.**

The Committee then met in-camera and the following action was taken:

**Response to letter from the
Principal, Westmount
Secondary School**

Moved by Mr. Stewart:

That the Response to the letter from the Principal, Westmount Secondary School indicating no changes be received for information. **CARRIED.**

**Report re Secondary School
Administration Changes –
January 1995**

Moved by Mrs. Bishop:

That the Report re Secondary School Administration Changes – January 1995 be received for information. **CARRIED.**

The public meeting resumed.

ELEMENTARY/SECONDARY

**Recommendations of the
Superintendent of Human
Resources**

Moved by Canon Rogers:

That the following recommendations of the Superintendent of Human Resources be approved:

3. PROMOTIONS

(a) That Gail Rappolt (S) be appointed to the position of Acting Principal of a Secondary School, effective 1995 01 01, with salary according to the salary schedule. **(replacement)**

(b) That Anne Marie Metford (S) be appointed to the position of acting Vice-Principal of a Secondary School, effective 1995 01 01, with salary according to the salary schedule. **(replacement)** **LOST.**

GENERAL

**Recommendations of the
Superintendent of Human
Resources**

The following action was taken in-camera and was ratified publicly as follows:

Moved by Mr. Stewart:

That Clause 3 be amended as follows and approved:

That the name of John Moffatt be inserted to replace the name of Roberta Zajczenko for the position of Manager/Trainer.

The motion as follows was put to a vote and was CARRIED:

3. PROMOTIONS

(a) That the following staff be promoted to the positions stated, effective as shown, with salary according to the salary scheduled:

Margaret Coward, Senior Payroll Clerk (Grade 7, Clerical & Technical Staff),
1994 11 14

Maria McDonagh, Safety Technician (Grade 10, Clerical & Technical Staff),
1995 01 01

John Moffatt, Manager/Trainer, Caretaking Services (Grade 13, Administrative
Staff), 1995 01 01

The meeting then adjourned.

Read and confirmed,

CV

.....
Chairman

THE UNIVERSITY OF CHICAGO
DIVISION OF THE PHYSICAL SCIENCES
DEPARTMENT OF CHEMISTRY
530 SOUTH EAST ASIAN AVENUE
CHICAGO, ILLINOIS 60607

REPORT OF THE
COMMISSION ON THE
FUTURE OF THE
UNIVERSITY OF CHICAGO
1984-1985

THE UNIVERSITY OF CHICAGO
DIVISION OF THE PHYSICAL SCIENCES
DEPARTMENT OF CHEMISTRY
530 SOUTH EAST ASIAN AVENUE
CHICAGO, ILLINOIS 60607

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AVEBURY'S EXPERIENCE

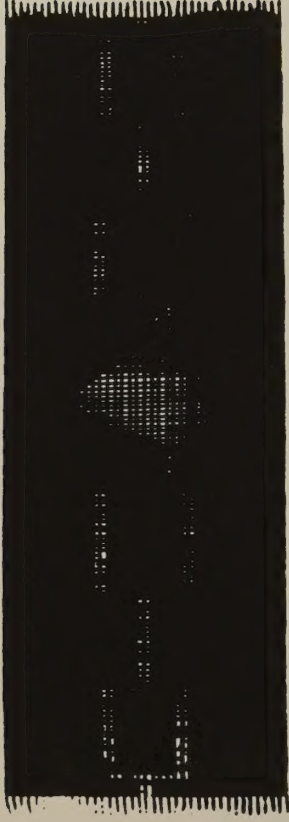
- More than a decade of Employment Equity consulting including work with school boards, private sector companies and unions.
- Consultants to the Employment Equity Commission.

**Board of Education
Employment Equity Briefing**

WHAT IS THE PURPOSE OF THE EMPLOYMENT EQUITY ACT?

Employment Equity Act aims to
achieve equality in employment
for:

- Aboriginal Peoples
- Persons with Disabilities
- Racial Minorities
- Women



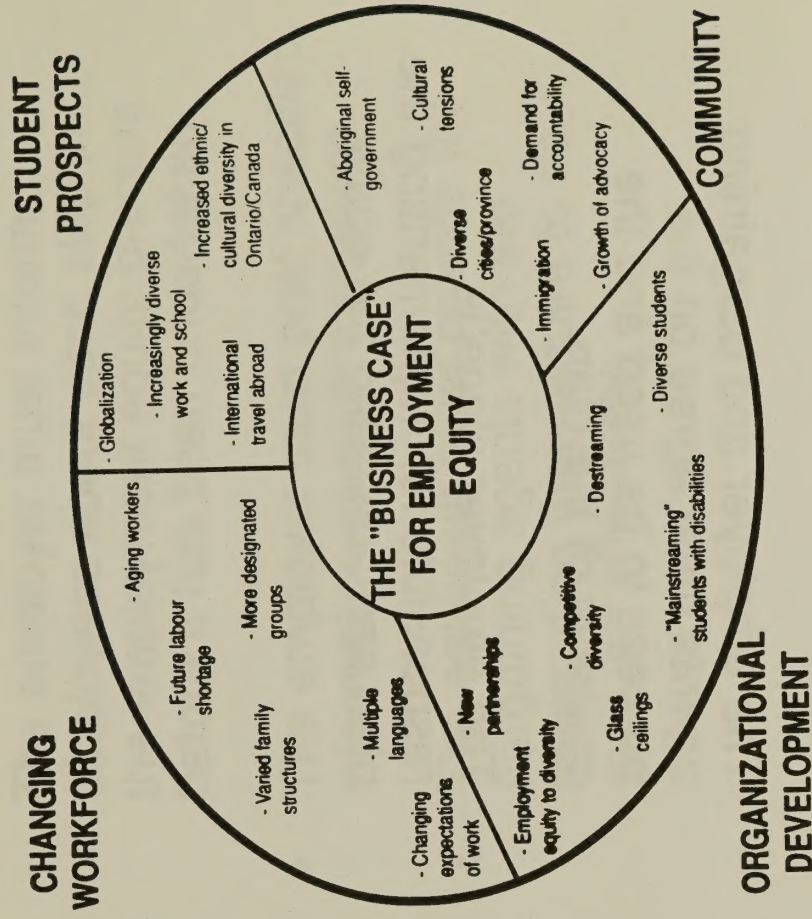
GOALS OF EMPLOYMENT EQUITY

Legislative Goals:

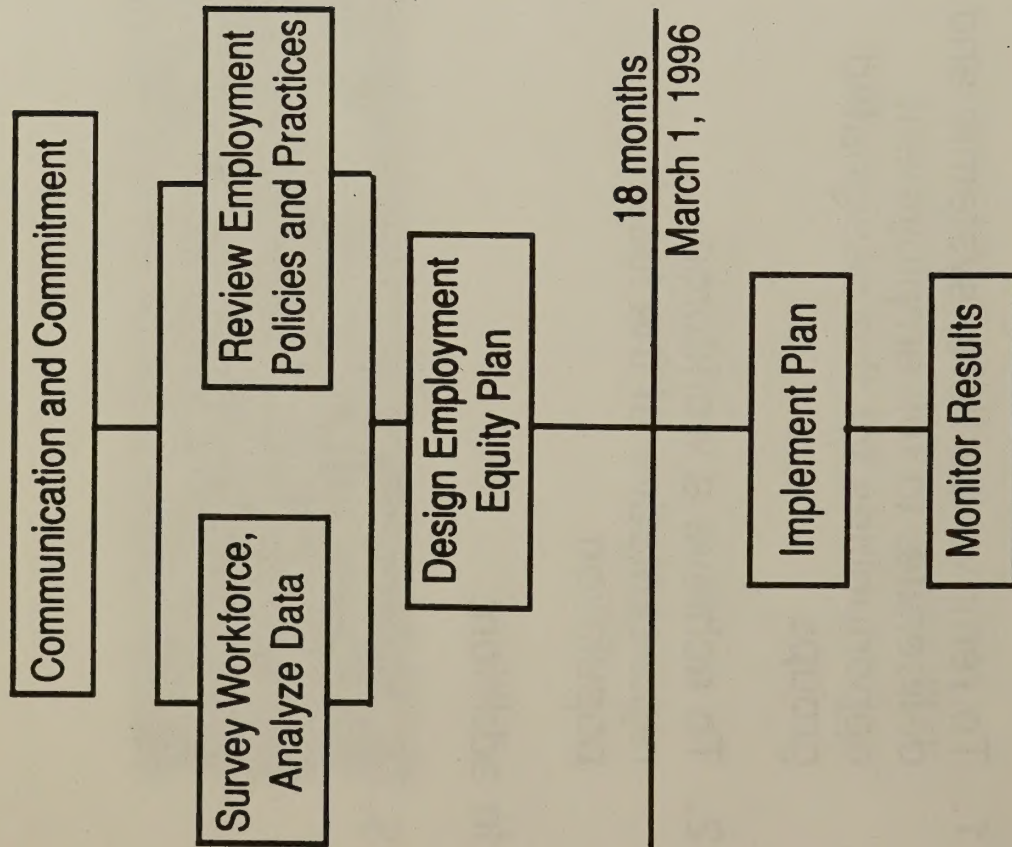
1. To remove barriers, systemic and deliberate, to full employment opportunities for the designated groups.
2. To achieve a workforce representative of the local population.

In addition:

3. To ensure the Board's diversity becomes an **advantage**.



BASIC EMPLOYMENT EQUITY STEPS



OTHER KEY STEPS REQUIRED BY THE EMPLOYMENT EQUITY ACT

Joint Responsibility

- Employer and bargaining agents share responsibility for all assessment and planning tasks.
- The employer and bargaining agents must agree on the process to be used and the contents of the plan.
- The employer alone is responsible for implementing the plan and achieving the goals.

Employee Consultation

- Employees must have input at each stage in the employment equity process.
- Each bargaining agent is responsible for consulting with its members.
- The employer is responsible for consulting with non-unionized employees.

Providing Information

- The employer must inform employees about each step in the employment equity process before it has been undertaken.
- The employer must post specified information in each workplace.
- The employer must provide the bargaining agents with the information they require to do their job effectively.

Employer Obligation for Equitable Practices

The employer is obliged to:

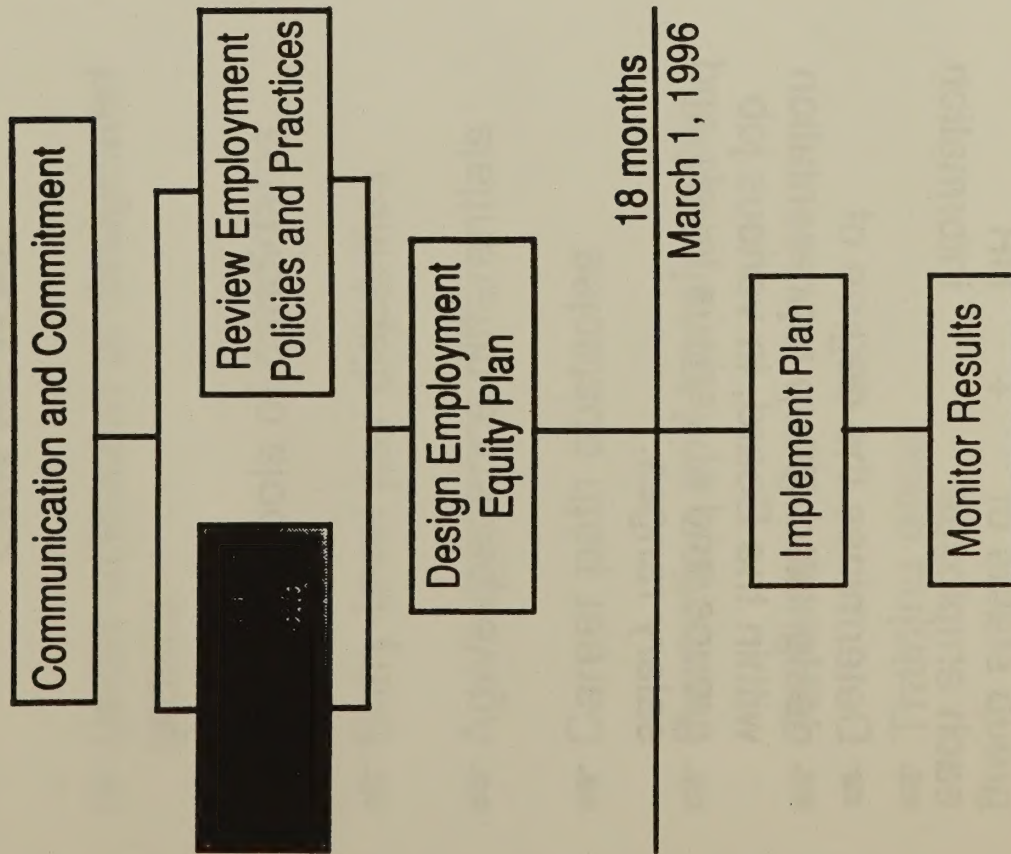
- Implement and maintain employment equity in accordance with the employment equity principles and the Employment Equity Plan that the organization develops.
- Ensure that all those responsible for
 - hiring
 - supervising
 - evaluating
 - promoting,

are aware of and work in accordance with the Act the regulations and the Employment Equity Plan.

EFFECT ON THE COLLECTIVE AGREEMENT

- Seniority for layoff and recall is protected.
- Seniority for other matters is protected unless a Human Rights tribunal judges it to cause systemic (unintentional) discrimination.
- Apart from seniority, the Employment Equity Plan takes precedence over collective agreements.

BASIC EMPLOYMENT EQUITY STEPS



PURPOSE OF SURVEY AND ANALYSIS

1. To identify underrepresentation of designated groups at the Board compared to the local population.
 - ✦ Required to set goals.
2. To assess the availability of designated groups among qualified and qualifiable.
 - ✦ Basis for setting the level of goal and timetable.

WORKFORCE SURVEY AND ANALYSIS

Identify designated
group status of + HR
each employee information

- ☛ Determines the degree of designated group representation within the Board, in various job groups and at various levels and salary ranges.

Internal data + Statistics
Canada
Availability
Data

- ☛ Compares the designated group representation within the Board with that in the local population and among those qualified and qualified to do each job.

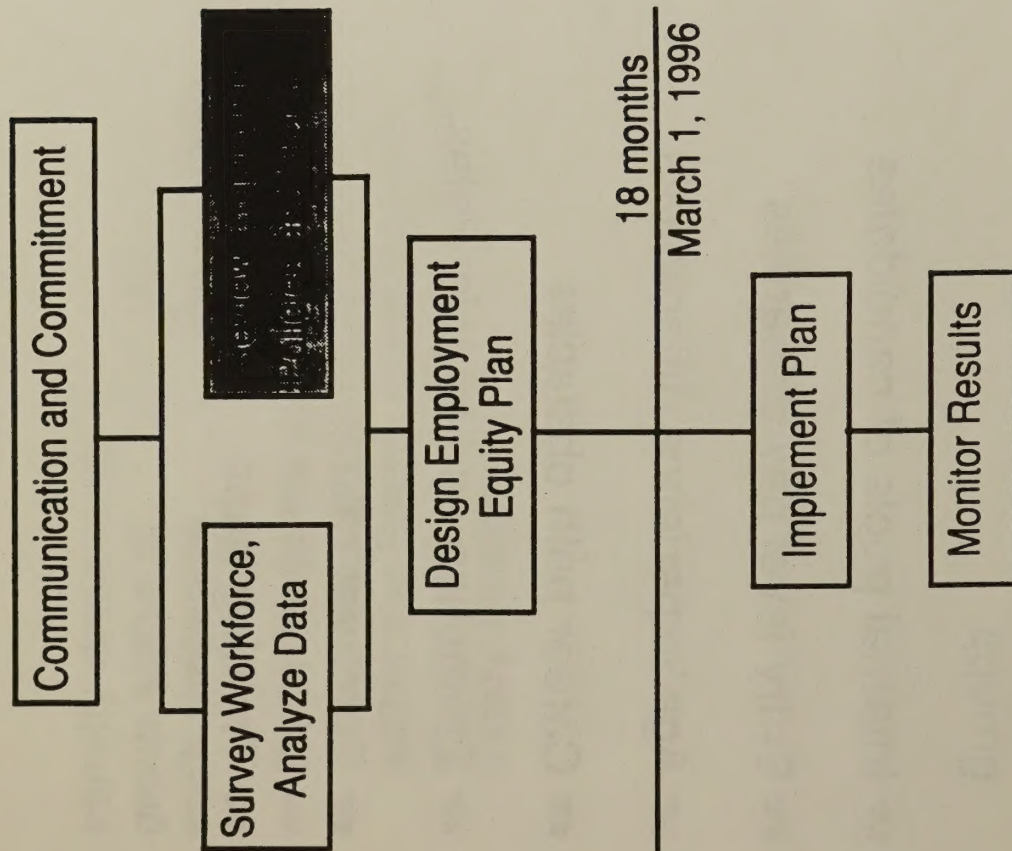
OTHER INFORMATION THE INTERNAL ANALYSIS CAN REVEAL

- ☛ Under-utilization of designated groups
- ☛ Internal pools of candidates
- ☛ Entry level pay disparities
- ☛ Age/experience differentials
- ☛ Career path obstacles
- ☛ Promotion and transfer rates
- ☛ Turnover rate
- ☛ Training gaps

OTHER INFORMATION THE EXTERNAL COMPARISON CAN REVEAL

- ☛ Recruitment obstacles
- ☛ Need to develop new applicant pools
- ☛ Need to support industry training
- ☛ Need for more targeted industry training

BASIC EMPLOYMENT EQUITY STEPS



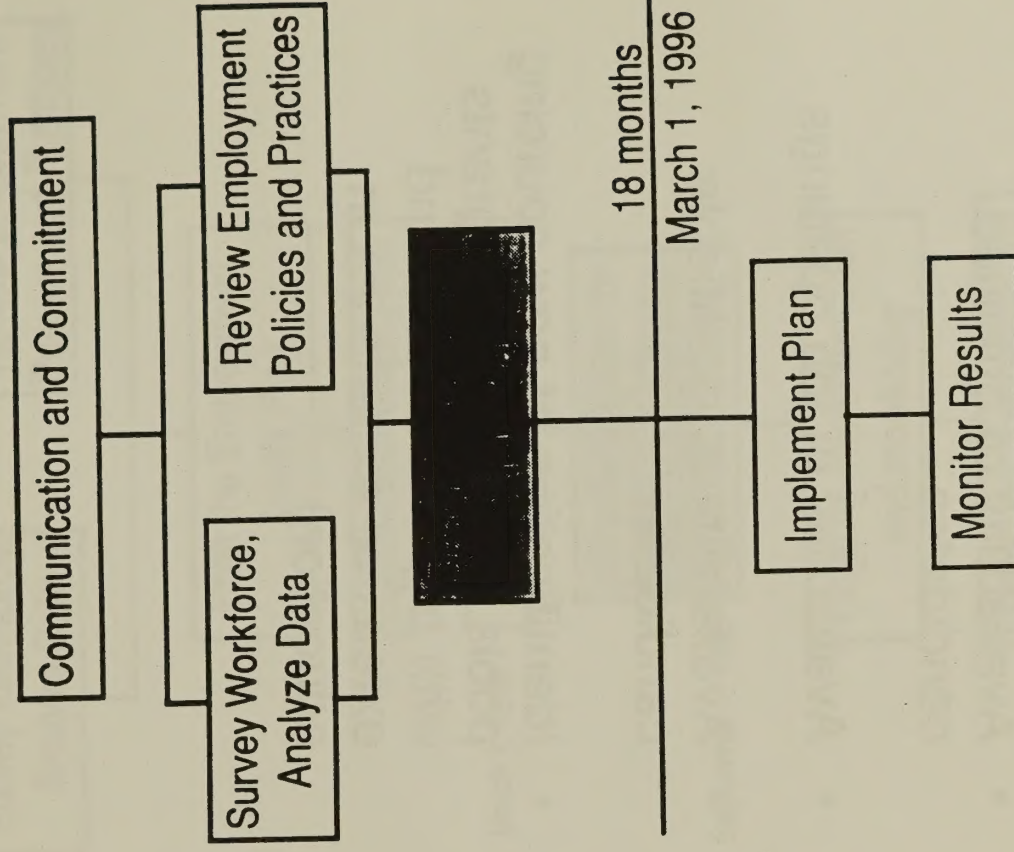
PURPOSE OF REVIEW OF EMPLOYMENT POLICIES AND PRACTICES

1. To identify any barriers to the designated groups in the Board's employment policies and practices.
2. To suggest special measures that may help to achieve barrier elimination goals.
3. To suggest employment practices that enhance the effectiveness of a diverse workforce.

WHICH POLICIES AND PRACTICES ARE INCLUDED?

- ✓ Recruitment and selection
- ✓ Promotion and internal mobility
- ✓ Training and development
- ✓ Performance evaluation
- ✓ Termination
- ✓ Compensation and benefits
- ✓ Accommodation of special needs
- ✓ Working conditions or other treatment

BASIC EMPLOYMENT EQUITY STEPS



Purpose of the Employment Equity Plan

- To set three year numerical goals for the Board.
- To support those goals with planned initiatives for eliminating barriers and achieving change.

NUMERICAL GOALS

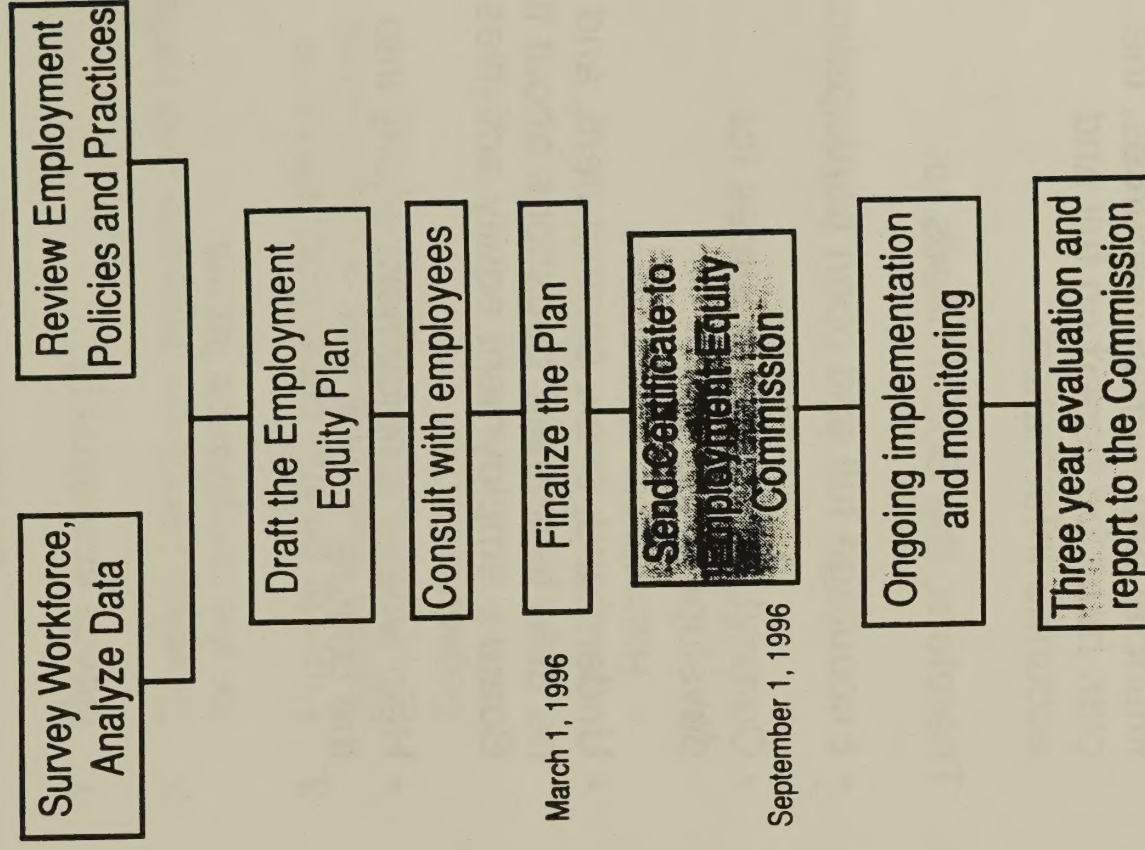
Goals and timetables are based on:

- Availability of qualified candidates
- Availability of job openings
- Availability of qualifiable candidates
- Identification of new sourcing pools (e.g., new immigrants with high level skills and extensive experience in education)

INITIATIVES FOR CHANGE

- Remove barriers.
- Positive measures for the designated groups.
- Supportive measures that help all employees including the designated groups.
- Accommodation measures.

WHAT LIES AHEAD



IMPLICATIONS FOR THE BOARD

- The Board will make a plan in the next 18 months that it will be expected to live by for three years and more.
- The plan must include numerical and barrier elimination goals for hiring/promoting the designated groups.

The Legislation **requires** the Board to show progress in meeting its numerical goals.

The Board will also want to ensure that these new employees function effectively in the environment and together with the team.

- The plan commits the Board to specific initiatives and changes in its employment policies and practices. Since this involves the commitment of financial and human resources, the plan must be based on full and accurate information.

Therefore, the Board needs to:

- Encourage full and open participation.
- Commit sufficient resources for developing the plan.
- Understand, show commitment, and be able to answer questions about the Board's employment equity activities.
- Help weave employment equity into the culture.

OPERATIONAL IMPLICATIONS

- Training for all human resources personnel, senior administrators, principals, and any others who are responsible for hiring or supervising employees.
- Ongoing professional development for employment equity personnel.
- Paid time away from regular duties for all employees who are participating in the planning process (committee tasks, consultation process, information sessions, etc).
- Expert technical support
- Ongoing financial and human resources implications of the Plan.

OUR PLANS FOR THE OPSBA PROJECT

1. Needs assessment
2. Develop hands-on materials and tools for the compliance teams.
3. Provide on-line consulting advice to boards through **E-Net**, a customized computer bulletin board, starting September, 12.
 - "Ask Avebury"
 - Roundtable discussions
 - Library of materials

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1994

ES OF THE SPECIAL MEETING OF THE
NNEL & ORGANIZATION COMMITTEE

1994 12 15

Present: Trustees Korz (Chairman), Johnston, Mulholland, Rodgerson and Stewart.
Not

Present: Trustee Darby.

Also

Present: Trustees Bishop, Hill, Johnstone, Lowe and Rogers.

Officials

Present: D. Goodridge, Director of Education and Secretary
E. Bond, Superintendent of Program
R. Binns, Superintendent of Human Resources
R. Lavoie, Superintendent of Schools - French as a First Language
M. Matier, Assistant Superintendent of Schools - Mountain
S. Thompson, Assistant Superintendent of Schools - Lower City
S. Rogers, Assistant to the Secretary

Mr. Korz noted that regrets for not attending had been received from Trustee Darby.

ELEMENTARY/SECONDARYNEW BUSINESS:Recommendations of the Superintendent of Human Resources

Moved by Canon Rogers:

That the following recommendations of the Superintendent of Human Resources be approved as presented:

2. PERMANENT STAFF APPOINTMENTS

(a) That the following teachers be rehired and appointed to the Permanent Staff, effective 1995 01 04, with salary according to the salary schedule:

Bruce Adams (E)
Kawong Chung-Shipman (E)
Nancy Hill (E)
Marlo Moore (E) (.5)

(Replacements)

6. RETIREMENTS

(a) That the effective date of the retirement of John Luby (S), be changed to 1995 01 31.

8. LEAVESReturn from Leave of Absence

(a) That Catherine Van Oene (E) be returned from her Leave of Absence and assigned teaching duties, effective 1995 01 04, with salary according to the salary schedule.

The motion was put to a vote and was CARRIED.

The meeting then adjourned.

Read and confirmed,



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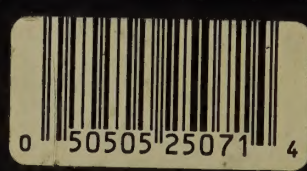
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